UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

19970220 014

**RECRUITING SERVICE OFFICER
AND RECRUITER**

SDIs 83R0 AND 8R000

AFPT 90-83R-070

DECEMBER 1996

**OCCUPATIONAL MEASUREMENT SQUADRON
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION AND TRAINING COMMAND
1550 5TH STREET EAST
RANDOLPH AFB, TEXAS 78150-4449**

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TABLE OF CONTENTS

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TABLE OF CONTENTS
(Tables, Figures, Appendices)

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TABLE OF CONTENTS (CONTINUED)
TABLE OF CONTENTS
(Tables, Figures, Appendices)

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PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Recruiting Service Officer and Recruiter special duties (SDIs 83R0 and 8R000). Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products upon which this report is based are available for the use of operations and training officials.

The survey instrument was developed by Ms Lauri Odness, with computer programming support furnished by Ms. Jeanie Guesman. Ms. Raquel A. Soliz provided administrative support. First Lieutenant Jeff Voetberg, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Mr. Joseph A. Bergmann, Chief, Management Applications Section, Occupational Analysis Flight, AF Occupational Measurement Squadron (AFOMS).

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the AF Occupational Measurement Squadron, Attention: Chief, Occupational Analysis Flight (OMY), Randolph AFB, Texas 78150-4449 (DSN 487-6623).

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SUMMARY OF RESULTS

1. *Survey Coverage*: The Recruiting Service Officer and Recruiter special duties were surveyed to evaluate changes in the 83R0 and 8R000 special duties and to obtain current task data for use in evaluating current training programs. Results are based on responses from 1,138 respondents. The survey sample accurately reflects the demographics of the assigned population.

2. *Specialty Jobs*: Six clusters and one independent job were identified in the career area structure analysis. One cluster accounts for 60 percent of the special duty and involves the NPS/PS, health professions, and OTS recruiting. The remaining clusters and job can be categorized as training, staff, or support functions. The jobs are distinct from each other, yet there is a core of general recruiting tasks common to most incumbents. The AFMAN 36-2108 and 36-2105 *Specialty Descriptions* are complete and generally portray the nature of the job.

3. *Career Ladder Progression:* First job (1-24 months time in career field (TICF)) personnel devote nearly all their time to recruiting. Like their less experienced counterparts, the 25-48 month TICF personnel spend a majority of their job time on recruiting activities, but also work in other areas. Personnel with 49-96 months TICF work in almost any job. The most experienced personnel (97+ months TICF) work primarily as flight supervisors or superintendents.

4. *Training Analysis:* Special duty training documents are very well supported by Occupational Survey Report (OSR) data. There is only one area which has low percent members performing in both the POI and the CTS. There are some tasks with high percent members performing which are not referenced in the POI and CTS, though these may be included in other areas.

5. *Job Satisfaction:* The job satisfaction measures for the survey sample are lower than in the previous sample. The officers in the sample express lower job satisfaction than the enlisted members. Members of the Recruiting Cluster report a lower sense of accomplishment from that job than did other jobs.

6. *Implications*: The career area structure is very similar to that found in the previous OSR. Career ladder progression is normal, showing a movement away from the technical tasks which account for all of a first-job member's time as the incumbents become more experienced in the special duty. Training documents are very well supported, with a few tasks not referenced to be reviewed. Job satisfaction is lower than in the past, especially the officers.

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OCCUPATIONAL SURVEY REPORT (OSR)
RECRUITING SERVICE OFFICER AND RECRUITER SPECIAL DUTIES
(SDIs 83R0 and 8R000)

INTRODUCTION

This is a report of an occupational survey of the Recruiting Service Officer and Recruiter special duties conducted by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron. The survey was conducted to obtain current job and task data. Data collected through this Occupational Survey Report will be utilized by training development personnel to review courses and related training documents. The career area was last surveyed as SDIs 0920 and 99500 (Recruiting Service Officer and Recruiter). The results are summarized in an OSR dated April 1987.

Background

As described in the AFMAN 36-2108 *Specialty Description* for SDI 8R000, dated 31 October 1993, Recruiters: develop information sources such as employment agencies, driver's license and job market lists, high school and college student lists, and separation reports, in securing names of potential prospects for active duty enlistment, commissioning, and the Air Force Reserve Officer Training Corps. Maintain informational records to enable follow-up contacts. Plan and direct sales promotional projects using media such as direct mail, press, radio, and television presentations. Assists and participates in special events such as state and municipal ceremonies, exhibits, fairs, parades, centennials, and sporting events. Ensure proper coordination between the Air Force and MEPS commander and proper scheduling of Air Force applicants to the MEPS is accomplished. Develop and maintain market data, and allocate recruiting goals. Assist in policy development and ensure timely implementation.

According to the AFMAN 36-2105 *Specialty Description* for SDI 83R0, Recruiting Service Officers: monitor, analyze, train, and provide planning assistance of officer program teams. Track and analyze recruiting operations; identify adverse trends and causes and recommends corrective action. Plan and conduct officer recruiting according to program goals and within constraints of OTS entry capability. Plan and supervise development of advertising and promotion programs to support the mission. Develop, prepare, coordinate, and execute advertising and promotion. Control real estate actions for recruiting offices, itinerary stops, and squadron headquarters. Monitor government services administration vehicle fleet; keep mileage and cost figures. Provide analytical support, market studies, and goal allocation systems.

All members are required to attend course L3ALR8R000-005, Recruiter, or course L3OLR83R0-001, Recruiting Officer Orientation. The Recruiter course is 6 weeks and a day long, and the Recruiting Officer Orientation course is 1 week long. Both are held at Lackland AFB TX.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-83R-070. The Inventory Developer prepared a tentative task list by reviewing pertinent publications, directives, and the previous JI and OSR. This task list was further refined and validated through personal interviews with 55 subject-matter experts representing a variety of units at the following locations:

Base	Unit
Randolph AFB	HQ RS
Lowry AFB	367 RCS
Lackland AFB	344 TRS
Milwaukee/Chicago	347 RCS
Lackland AFB	319 TRS
Lackland AFB	369 RCS

The resulting JI contained a comprehensive listing of 668 tasks grouped under 12 duty headings with a background section requesting such information as grade, squadron assigned, job title, time in present job, time in service, job satisfaction, former classification, distance from Squadron Headquarters or MEPS, training completed, and time spent on additional duties.

Survey Administration

Training personnel at recruiting squadron training offices administered the inventory to 2,379 SDI 83R0 and 8R000 personnel. Personnel excluded from taking the survey comprised the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring during the time inventories were administered to the field; and (4) personnel in their job less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Personnel Center, Randolph AFB TX.

Each individual who completed the inventory first filled in an identification and biographical information section and then checked each task performed in the member's current job. After checking all tasks performed, respondents then rated each task on a 9-point scale showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of the member's time spent on the job. First, the ratings are summed. Each task rating is then divided by the sum of task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

Survey Sample

The final SDI 83R0 and 8R000 survey sample includes responses from 1,138 job incumbents. Table 1 reflects the percentage distribution of assigned SDI 83R0 and 8R000 personnel, as well as the percent in the sample. As of June 1996 there were 2,379 members assigned; 2,196 members were selected for participation in the survey. The 1,138 respondents represent 48 percent of the assigned population, and 52 percent of those surveyed. Table 2 gives the actual numbers of the assigned and surveyed personnel as well as the number in the final sample. The survey sample is proportional within ranks, and reflects the officer-enlisted mix.

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career area documents or training programs. Task factor information is needed for a complete analysis of the recruiter field. To obtain the needed task factor data, selected senior SDI 83R0 and 8R000 personnel also completed a second booklet for either training emphasis (TE) or task difficulty (TD). These booklets were processed separately from the JIs. This information is used in a number of different analyses discussed in more detail within the report.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in initial training. The 36 senior SDI 83R0 officers and 35 8R000 NCOs who completed the TE booklet were asked to select tasks they felt require some sort of structured training for personnel upon entry into recruiting service and then indicate how much TE these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal on-the-job training (OJT), or any other organized training

TABLE 1

PERCENT RANK DISTRIBUTION OF SURVEY SAMPLE

PAYGRADE	PERCENT OF ASSIGNED OFFICERS OR ENLISTED*	PERCENT OF SAMPLE OFFICERS OR ENLISTED	PERCENT OF TOTAL ASSIGNED	PERCENT OF TOTAL SAMPLE
E-1 TO E-3	0	0	0	0
E-4	**	**	**	**
E-5	39	42	37	41
E-6	33	36	32	34
E-7	23	20	22	19
E-8	4	2	4	2
E-9	1	1	1	**
TOTAL	100	100	96	96

O-1	1	0	**	**
O-2	10	7	**	**
O-3	66	74	2	3
O-4	16	14	1	**
O-5	6	5	**	**
O-6	1	0	**	**
TOTAL	100	100	4	4

PERCENT OF ASSIGNED IN SAMPLE = 48%
PERCENT OF SURVEYED IN SAMPLE = 52%

*As of June 1996
**Denotes less than 1 percent
NOTE: Columns may not add to totals due to rounding

4

TABLE 2

RANK DISTRIBUTION OF SAMPLE

PAYGRADE	NUMBER OF ASSIGNED*	NUMBER SURVEYED	NUMBER IN SAMPLE
E-1 TO E-3	0	0	0
E-4	10	10	1
E-5	889	833	463
E-6	755	693	389
E-7	522	472	216
E-8	86	82	18
E-9	28	26	8
TOTAL	2,290	2,116	1,095
O-1	1	1	0
O-2	9	9	3
O-3	59	52	32
O-4	14	12	6
O-5	5	5	2
O-6	1	1	0
TOTAL	89	80	43
GRAND TOTAL	2,379	2,196	1,138

*As of June 1996

5

method. Unfortunately the interrater reliability was found to be unacceptably low for the officers who provided TE ratings. The NCOs who responded, however, had excellent agreement as to what tasks should have emphasis in formal training. Therefore, TE data are reported only for enlisted training in this OSR.

Task Difficulty (TD). TD is an estimate of the amount of time the average airman needs to learn to perform a task satisfactorily. The 30 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 9-point scale (from 1 to 9). Recruiting service officers were not asked to provide TD ratings. Interrater reliability was calculated and found to be below the requirement. No TD data are included in this OSR.

When used in conjunction with the primary criterion of percent members performing, TE ratings can provide insight into first-enlistment personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting AFS entry-level jobs.

SPECIALTY JOBS
(Career Field Structure)

Each Air Force occupational analysis begins with an examination of the career field structure. The structure of jobs within the Recruiting Service Officer and Recruiter special duties was examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

Each individual in the sample performs a set of tasks called a *Job*. A hierarchical grouping program, which is a basic part of the Comprehensive Occupational Data Analysis Program (CODAP) system, creates an individual job description for each respondent (all the tasks performed by that individual and the relative amount of time spent on those tasks). It then compares each job description to every other job description in terms of tasks performed and the relative amount of time spent on each task in the JI. The automated system locates the two job descriptions with the most similar tasks and percent time ratings and combines them to form a composite job description. In successive stages, the system adds new members to the initial group or forms new groups based on the similarity of tasks performed and similar time ratings in the individual job descriptions.

When there is a substantial degree of similarity between jobs, they are grouped together and identified as a *Cluster*. The job structure resulting from this grouping process (the various jobs and clusters within the career field) can be used to evaluate the accuracy of career ladder documents (Plans of Instruction (POIs) Course Training Standards (CTSs), and AFMAN 36-2105 and AFMAN 36-2108 *Specialty Description*), and to gain a better understanding of current utilization patterns.

Overview of Specialty Jobs

Based on the similarity of tasks performed and the amount of time spent performing each task, 6 clusters and 1 job were identified within the SDI 83R0 and 8R000 survey sample. A listing of these is provided below and illustrated in Figure 1. The stage (ST) number shown beside each title references computer-generated information; the letter "N" stands for the number of personnel in each group.

    I.   RECRUITER CLUSTER (ST0057, N=685)

    II.   MILITARY ENTRANCE PROCESSING STATION (MEPS) PERSONNEL CLUSTER (ST0025, N=99)

    III.   FLIGHT SUPERVISOR CLUSTER (ST0044, N=116)

    IV.   TRAINING PERSONNEL CLUSTER (ST0030, N=57)

    V.   OPERATIONS PERSONNEL CLUSTER (ST0023, N=66)

    VI.   FLIGHT COMMANDERS AND SUPERINTENDENTS CLUSTER (ST0024, N=50)

    VII.   ADVERTISING AND PROMOTIONS JOB (ST0110, N=23)

The respondents forming these groups account for 96 percent of the survey sample. The remaining 4 percent are performing tasks or a series of tasks which do not group with any of the defined jobs. Some job titles these individuals used to describe themselves include: NCOIC Office Procurement, NCOIC Logistics Program, and Health Professions Program Manager.

Group Descriptions

The following paragraphs contain brief descriptions of the jobs identified through the career area structure analysis. Also presented are two tables which reflect the time incumbents spend on duties and selected background data for each group. Table 3 presents the relative time spent by respondents in each job across each duty listed in the JI. Table 4 displays selected background information, such as rank distributions across each group, average of total months in active military service (i.e., Total Active Federal Military Service (TAFMS)), and average number of tasks performed. Responses to the remaining background questions can be found in the computer-generated VARSUM product located in the TRAINING EXTRACT. Appendix A at the back of this OSR lists representative tasks performed by members of each group.

SDI 83R0/8R000 SPECIALTY JOBS
(N=1138)

RECRUITER
60%

NOT GROUPED
4%

ADVERTISING &
PROMOTIONS
2%

FLIGHT CCs &
SUPERINTENDENTS
4%

OPERATIONS
6%

TRAINING
5%

FLIGHT
SUPERVISORS
10%

MEPS
9%

FIGURE 1

8
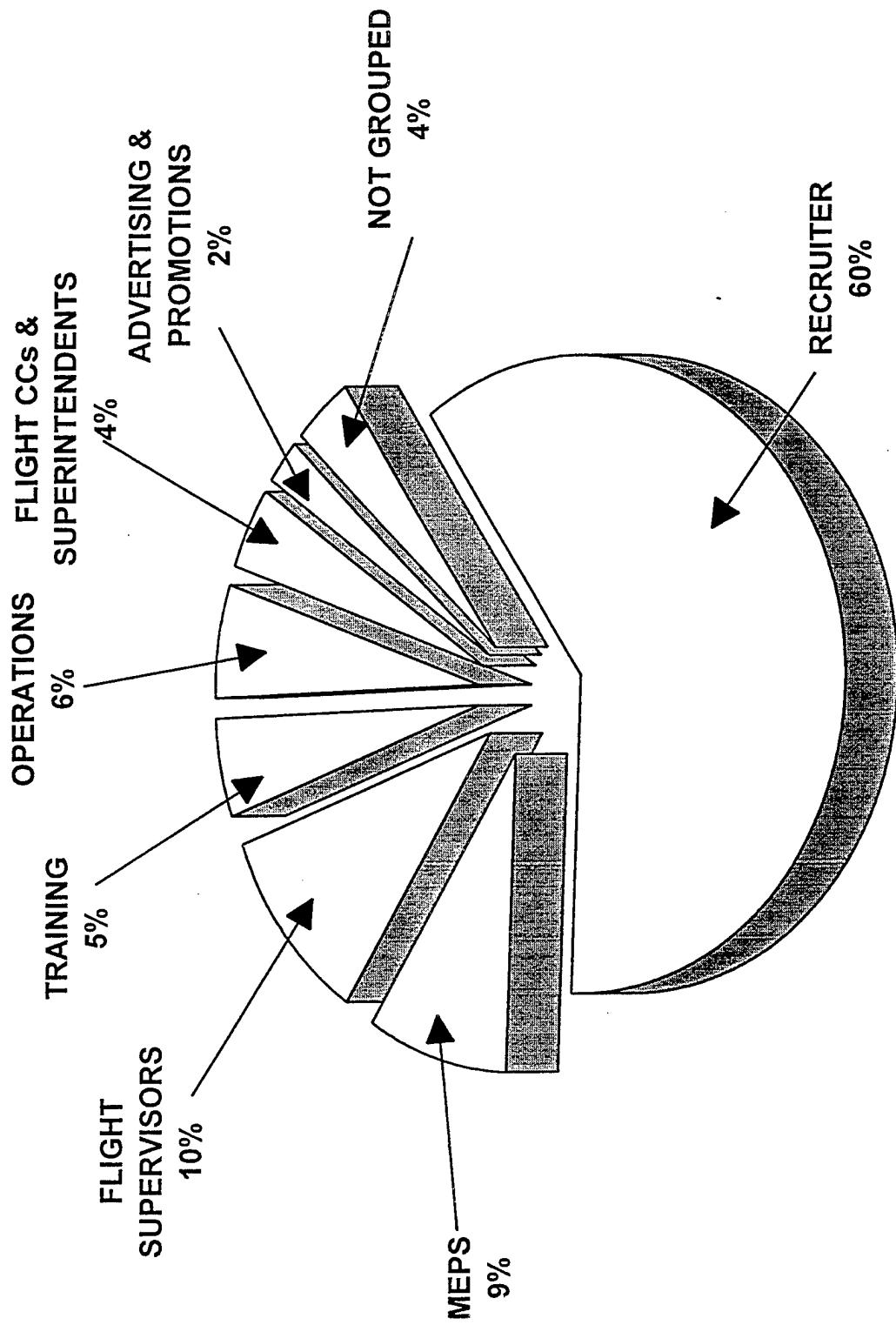
TABLE 3

AVERAGE PERCENT TIME SPENT ON DUTIES BY SDIs 83R0 AND 8R000 JOB GROUPS
(RELATIVE PERCENT OF JOB TIME)

	Recruiting Personnel	MEPS Personnel	Flight Supervisors	Training Personnel	Operations Personnel	Flight CCs & Superintndnts	Advertising Personnel
	ST57	ST25	ST44	ST30	ST23	ST24	ST110
A RECRUITING - GENERAL FUNCTIONS	70	51	22	13	13	6	10
B RECRUITING - ENLISTED	19	3	2	2	*	*	2
C RECRUITING - HEALTH PROFESSIONS	8	*	*	1	*	*	*
D RECRUITING - OFFICER TRAINING SCHOOL	1	*	*	*	2	3	*
E FLIGHT SUPERVISOR	*	*	57	1	1	2	*
F CLASSIFICATION AND PROCESSING	*	34	*	*	1	*	*
G TRAINING FUNCTIONS	*	*	2	65	*	3	2
H ADVERTISING AND PROMOTION	*	*	1	*	*	4	78
I OPERATIONS FUNCTIONS	*	2	1	*	71	6	*
J ADMINISTRATIVE AND MANAGEMENT	*	5	4	10	5	22	4
K COMMAND, STAFF, AND SUPERVISION	*	3	8	4	4	38	3
L INSPECTION FUNCTIONS	*	*	1	3	1	15	*

*Denotes less than 1 percent
NOTE: Columns may not add to 100 percent due to rounding

9

TABLE 4

SELECTED BACKGROUND DATA FOR SDIs 83R0 AND 8R000 CAREER AREA JOBS

	Recruiting Personnel ST57	MEPS Personnel ST25	Flight Supervisors ST44	Training Personnel ST30	Operations Personnel ST23	Flight CCs & Superintndnts ST24	Advertising Personnel ST110
Number in Group	685	99	116	57	66	50	23
Percent Of Sample	60	9	10	5	6	4	2
Percent Commissioned Officers	0	0	0	0	3	54	22
Paygrade Percent Distribution:							
E-1 through E-3	0	0	0	0	0	0	0
E-4	0	1	0	0	0	0	0
E-5	55	36	1	16	32	2	26
E-6	36	47	27	37	39	2	30
E-7	9	15	72	42	26	2	22
E-8	0	0	0	4	2	28	0
E-9	0	0	0	2	0	10	0
O-1 through O-2	0	0	0	0	0	0	13
O-3	0	0	0	0	2	44	9
O-4	0	0	0	0	0	10	0
O-5	0	0	0	0	0	2	0
O-6	0	0	0	0	0	0	0
Average Months in Service:							
TAFMS	163	184	212	201	193	182	166
Active Commissioned Time	-	-	-	-	97	107	47
Average Number Of Tasks							
Performed	99	57	104	68	44	102	81
Percent Supervising	2	40	100	8	24	98	43

Another way to illustrate these jobs is to summarize tasks performed into groups of tasks (task modules). This allows for a very concise display of where job incumbents spend most of their time and develops a comprehensive overview of each job. Each job or cluster description contains a display of related task modules. This display shows the number of tasks included in a module, the average percent time spent on that module, and an average percentage of members performing the tasks in that module. These modules were identified through CODAP coperformance clustering, which calculates the probability that members who perform one task will also perform a second task or group of related tasks. Representative task modules (TMs) are listed as part of the job description. The list of TMs with representative tasks is presented in Appendix B.

I. <u>RECRUITER CLUSTER (ST0057, N=685)</u> Incumbents in this largest cluster perform an average of 99 tasks. Representing 60 percent of the survey sample, these members spend 70 percent of their time on general recruiting tasks, and another 19 percent on enlisted recruiting tasks (see Table 3). Members are junior relative to the rest of the NCOs in the specialty, with an average TAFMS of 163 months, and the predominant paygrade is E-5 (see Table 4). This cluster represents the core of the specialty, and their day-to-day work with prospects distinguishes them from other 83R0 and 8R000 personnel. Examples of tasks performed include:

- Establish rapport with prospects
- Operate vehicles
- Determine primary interests of prospects
- Develop activity plans (i.e., daily, weekly, monthly, yearly)
- Make appointments with prospects
- Explain benefits of the Air Force to prospects or civic groups

Representative task modules for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
1	NPS/PS Recruiting	110	87	77
3	Health Services Recruiting	47	8	16
2	Unusual NPS/PS Recruiting Tasks	13	2	28
4	OTS Recruiting	14	1	8

The above task modules account for virtually all of the member's job time. As seen below, other members spend some time on the tasks of module 1, but in no job do the members spend as much time on those tasks as the members of this cluster. The percentage of job time spent on health services and OTS recruiting is a good reflection of the percentage of cluster members working in those areas, as discussed below.

There were three jobs identified in this cluster. The first job has 502 members and is the heart of the cluster. Members spend 25 percent of their time on nonprior service/prior service (NPS/PS) recruiting. The second job was unique because members spend 21 percent of their time on tasks related to OTS recruiting. This job is the smallest of the three with only 27 members. The 95 members of the third job distinguish themselves by spending 43 percent of their time on tasks related to health professions recruiting.

II. MILITARY ENTRANCE PROCESSING STATION (MEPS) PERSONNEL CLUSTER (ST 0025, N=99) The personnel in this cluster are distinguished by not only the tasks they accomplish, but also by where they work. Ninety-eight percent of incumbents report working in a MEPS and 92 percent reported their job title as MEPS Liaison. Members spend 34 percent of their job time performing classification and processing functions. Members perform an average of only 57 tasks, second fewest of any cluster or job. Members average 184 months TAFMS, and the predominant rank is E-6. There are no commissioned officers in this job. Commonly performed tasks include:

- Clarify, validate, and overcome prospects' objections and concerns
- Compare civilian or other service employment opportunities with Air Force opportunities
- Verify required documents, such as birth certificates, and social security cards
- Submit AETC Forms 1349 (Case File Error Analysis)
- Maintain transportation requests and tickets
- Brief applicants on enlistment processing

Representative task modules for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
1	NPS/PS Recruiting	110	52	23
19	MEPS Processing	42	31	38
7	Coordinating with Outside Agencies	19	2	12
8	Direct Supervision	29	2	7

While the NPS/PS recruiting module accounted for the majority of the incumbent's time, it is the amount of time spent on the MEPS Processing module which really sets this cluster apart. The time spent in modules 7 and 8 reflect the supervision involved in the second job in the cluster, as is discussed below.

There were two jobs identified in the cluster. The first job was notable in that its members spend their time on general activities. Members of this first job described themselves most commonly as Liaison NCOs. The second job was more supervisory in nature, and focused more on specific classification and processing activities, such as reviewing case files. Members of this job commonly called themselves MEPS Supervisors.

III. FLIGHT SUPERVISOR CLUSTER (ST0044, N=116) Members of this cluster are senior enlisted personnel who directly oversee the work of four to nine recruiters. They spend 57 percent of their time on tasks related to flight supervision. Seventy-two percent of incumbents hold the E-7 paygrade, and average 212 months TAFMS. Their work reviewing and analyzing work methods and procedures is what distinguishes this cluster from others. With 116 members, this is the second largest cluster. Some of the 104 tasks performed on average include:

- Review personal interview records (PIR)
- Analyze recruiter planning activities
- Analyze recruiter sales techniques
- Analyze an applicants tracking system for all programs
- Prepare flow and trend analysis report
- Analyze recruiter telephone prospecting techniques

Representative task modules for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
6	Flight Supervisor	43	57	91
1	NPS/PS Recruiting	110	24	30
8	Direct Supervision	29	6	23
17	OJT	20	2	11

The vast majority of incumbent's time is spent on tasks related to supervision at the flight level. The percent time spent on the recruiting tasks indicates that these members are also involved in the technical tasks related to recruiting.

The two jobs identified within this cluster varied from each other by the number of tasks performed. The 13 members of the smaller job performed over twice the number of tasks as the members of the larger job.

IV.   TRAINING PERSONNEL CLUSTER (ST0030, N=57) Members of this cluster spend 65 percent of their time performing training activities. These personnel perform, on average, 68 tasks and average 201 months TAFMS. The ranks of personnel are predominantly E-6, and E-7 (37 and 42 percent, respectively). Seventy-nine percent of the members of the cluster identified themselves as either Trainer or Trainer Supervisor, while another 9 percent gave Instructor as a job title. Members are distinguished from other 8R000 personnel by their work providing training and performing other tasks supporting training activities. Some representative tasks for the cluster include:

- Conduct field training visits for recruiters
- Conduct on-the-job training (OJT)
- Provide follow-on training
- Conduct training conferences or meetings
- Provide feedback to trainee and training supervisors
- Plan training conferences or meetings

Representative task modules for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
17	OJT	20	41	76
18	Formal Training	26	23	40
1	NPS/PS Recruiting	110	15	16
8	Direct Supervision	29	3	7

The division of time between modules 17, 18, and 8 reflect the division between the three jobs found in this cluster, as described below

The first job of the three identified in the cluster is comprised primarily of Trainer Supervisors. These members perform more supervisory activities. The members of the second job identified themselves more as Trainers, and reported less supervision. Members of the final job described themselves as instructors, and most are assigned to the 344 Training Squadron at Lackland AFB.

V.   OPERATIONS PERSONNEL CLUSTER (ST0023, N=66) Members of this cluster are defined by their work on operations functions. They spend 71 percent of their time on those tasks. Three percent of the members, or 2 individuals, are commissioned officers. Members perform only 44 tasks on average, the fewest of any cluster or job. The members of this cluster are not generally involved with direct supervision, as only 24 percent indicated they supervise at least one individual. Ninety-one percent indicate working at the squadron level. Some tasks which distinguish this cluster from others include:

- Manage waiver/eligibility determination application processing
- Coordinate job booking with higher headquarters
- Perform credit checks on applicants
- Monitor production programs (i.e., ASVAB testing, waiver applications)
- Advise recruiters of changes to applicant qualification criteria or recruiting policy
- Coordinate with flight supervisor or program manager on processing requirements

Representative task modules for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
5	Operations	26	70	61
1	NPS/PS Recruiting	110	13	8
7	Coordinating with Outside Agencies	19	3	11
4	OTS Recruiting	14	2	9

The vast majority of incumbent's time is spent on tasks related to operations. Members spend so much time on those tasks, there is little time left for the other modules. Members do spend some time on the recruiting modules, but it is much less than the other, more technically oriented clusters.

There were three jobs identified in the cluster. The first, and largest, did not vary much from the overall cluster description. The second job contains only 9 members, and is notable because its members perform only 10 tasks on average. The third job involved supervision tasks in addition to the other operations tasks.

VI. FLIGHT COMMANDERS AND SUPERINTENDENTS CLUSTER (ST0024, N=50) Members of this cluster spend 38 percent of their time on command, staff, and supervision tasks, and an additional 22 percent on administrative and management tasks. Fifty-four percent, or 27 individuals, are commissioned officers. Members perform an average of 102 tasks, the second highest number. The enlisted members of this cluster average 182 months TAFMS, and the officers have an average of 107 months active commissioned time. These officers are the most senior in the survey sample. Some common tasks for this job include:

15

- Prepare correspondence (i.e., letters, messages, special reports, staff studies, etc.)
- Prepare EPRs
- Conduct office visits
- Endorse enlisted performance reports (EPR)
- Provide inputs to EPRs or OPRs
- Control or direct recruiting efforts to meet group, squadron, or flight program objectives

Representative task modules for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
8	Direct Supervision	29	22	63
10	General Inspections	15	10	51
7	Coordinating with Outside Agencies	19	10	50
13	Equipment and Fiscal Management	25	7	31
1	NPS/PS Recruiting	13	6	7
5	Operations	35	5	16

Members of this cluster spend their time in a larger variety of task modules as compared to the previous clusters. The majority of their time is spent on supervisory and management activities, with only 6 percent spent on recruiting activities. The time spent on module 13 is also unique to this cluster.

Three jobs were identified in this cluster. The first job consists of ten officers in the position of operations flight commander. The second job is comprised of mostly officers who were also flight commanders. However, these officers identified themselves as support flight commanders. The final job is staffed by senior enlisted members who described themselves as superintendents.

VII. ADVERTISING AND PROMOTIONS JOB (ST0110, N=23) Members of this smallest job spend 78 percent of their time on tasks related to advertising and promotions. Five of the 23 members are commissioned officers. The job incumbents are among the least senior. The enlisted members average 166 months TAFMS, the second lowest, and the officers average only 47 months commissioned time, the lowest. Some representative tasks for this cluster include:

- Monitor advertising and publicity needs
- Implement an advertising program
- Establish media relations
- Conduct recruiter, flight supervisor, and program
- manager advertising and promotion training
- Conduct television station visits
- Conduct local paid advertising programs

Representative task modules for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
16	Advertising	64	78	82
1	NPS/PS Recruiting	13	11	11
7	Coordinating with Outside Agencies	19	2	14

Members of this job are clearly defined by the time spent on the advertising TM. No other members spend any time on those tasks. Their focus on advertising leaves only small amounts of time for any other tasks.

Comparison of Current Jobs to Previous Survey Findings

The results of the specialty job analysis were compared to those of the last Recruiting Service Officer and Recruiter OSR published in 1987. With some variance in the job titles between the two studies, the tasks that personnel performed in the previous OSR are generally found in the current study. As shown in Table 5, with only one exception, the jobs identified previously were also identified in this study. The Classification job found in the last study did not break out as a separate job in the current study; the tasks performed were instead found in the MEPS Personnel Cluster. In the previous study, all supervisory personnel where found in one cluster, whereas in this study they were in two clusters. However, the specific jobs in the clusters mirror each other very closely. Overall there has been very little change in the job breakdown since 1987.

Summary

The six clusters and one job identified in the current study describe the core of the special duty, as well as the other jobs which support the recruiting. The clusters and job cleanly differentiate between the different functions performed by personnel in the recruiter field. There

TABLE 5

COMPARISON OF JOB GROUPS IN CURRENT STUDY
TO PREVIOUS STUDY

1996 STUDY (SDIs 83R0 AND 8R000) N=1,138	1987 STUDY (SDIs 0920 AND 99500) N=2,353
RECRUITER CLUSTER	RECRUITING PERSONNEL
MEPS PERSONNEL CLUSTER	MEPS PERSONNEL
FLIGHT SUPERVISORS CLUSTER	SUPERVISORY PERSONNEL
TRAINING PERSONNEL CLUSTER	TRAINING PERSONNEL
OPERATIONS PERSONNEL CLUSTER	OPERATIONS AND PRODUCTION PERSONNEL
FLIGHT CCs AND SUPERINTENDENTS CLUSTER	SUPERVISORY PERSONNEL
ADVERTISING PERSONNEL JOB	ADVERTISING AND PUBLICITY PERSONNEL
NOT FOUND	CLASSIFICATION JOB

are a few tasks which are common to most of the clusters and jobs but the vast majority of the tasks apply to only one or two jobs. The current results closely follow the historical career structure, with no major changes since the last survey.

ANALYSIS OF TICF GROUPS

An analysis of time in career field (TICF) groups, in conjunction with the analysis of the career ladder structure, is an important part of the OSR. The TICF analysis identifies differences in tasks performed at the various experience levels. This information may be used to evaluate how well career ladder documents, such as the POI and the AFMAN 36-2108 *Specialty Description* reflect what career ladder personnel are actually doing in the field.

The distribution of TICF groups across the various jobs is displayed in Table 6, while Table 7 offers another perspective by displaying the relative percent time spent on each duty across the TICF groups.

TICF Group Descriptions

1-24 Months TICF Group. The 299 airmen in this group, representing 27 percent of the enlisted survey sample, spend all of their job time on general recruiting and NPS/PS recruiting functions (see Table 7.) Ninety-eight percent are working in the Recruiter Cluster, with no other cluster or job having more than 1 percent of group members (see Table 6). The focus of their job is shown by Table 8, which lists representative tasks performed by first job members. Most tasks listed relate to Duty A, Recruiting - General Functions, and the rest come from Duty B, Recruiting - Enlisted.

25-48 Months TICF Group. The 280 airmen in this group represent 26 percent of the enlisted survey sample. These members spend a majority of their time on general recruiting activities, but less time on enlisted recruiting and an increased amount of time on health professions and OTS recruiting. As with the 1-24 months TICF personnel, the largest percentages of these incumbents are working in the Recruiter Cluster. However, members of this group are found in other jobs, notably the MEPS Personnel Cluster and the Operations Personnel Cluster. Time in duties show an increase of time spent on duties other than recruiting. (See Table 7).

Representative tasks performed by 25-48 months TICF incumbents are listed in Table 9. Table 10 reflects those tasks which best differentiate the 1-24 months TICF personnel from their 25-48 month TICF counterparts. The Tables show that the members of the more experienced group perform many of the same tasks as their more junior counterparts. The fact that there are no tasks performed more commonly by the 25-48 month TICF group shows the diversity of the

TABLE 6

DISTRIBUTION OF TIME IN CAREER FIELD GROUP MEMBERS ACROSS CAREER LADDER JOBS
(PERCENT)

JOB	1-24 MON TICF (N=299)	25-48 MON TICF (N=280)	49-96 MON TICF (N=233)	97+ MON TICF (N=271)
I. Recruiter Cluster	98	78	42	25
II. Military Entrance Processing Station Personnel Cluster	0	8	20	10
III. Flight Supervisor Cluster	*	3	13	28
IV. Training Personnel Cluster	*	1	7	13
V. Operations Personnel Cluster	0	5	11	10
VI. Flight Commanders and Superintendents Cluster	0	0	0	8
VII. Advertising and Promotions Job	*	2	3	2
Not Grouped	*	3	4	6

*Denotes less than 1 percent

TABLE 7

TIME SPENT ON DUTIES BY MEMBERS OF TIME IN CAREER FIELD GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	1-24 MON TICF (N=299)	25-48 MON TICF (N=280)	49-96 MON TICF (N=233)	97+ MON TICF (N=271)
A RECRUITING - GENERAL FUNCTIONS	73	62	43	31
B RECRUITING - ENLISTED	24	16	4	4
C RECRUITING - HEALTH PROFESSIONS	*	7	12	4
D RECRUITING - OFFICER TRAINING SCHOOL	*	2	1	*
E FLIGHT SUPERVISOR	*	2	8	18
F CLASSIFICATION AND PROCESSING FUNCTIONS	*	3	7	4
G TRAINING FUNCTIONS	*	2	6	11
H ADVERTISING AND PROMOTION FUNCTIONS	*	2	3	2
I OPERATIONS FUNCTIONS	*	4	9	7
J ADMINISTRATIVE AND MANAGEMENT FUNCTIONS	*	*	3	7
K COMMAND, STAFF, AND SUPERVISION FUNCTIONS	*	*	2	9
L INSPECTION FUNCTIONS	*	*	*	2

NOTE: Columns may not add exactly to 100 percent due to rounding

*Denotes less than 1 percent

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY 1-24 MONTH TICF PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=299)
A22	Determine primary interests of prospects	98
A45	Make appointments with prospects	98
A3	Clarify, validate, and overcome prospects' objections and concerns	98
A23	Develop activity plans (i.e., daily, weekly, monthly, yearly)	98
B117	Refine Priority II lead lists (ASVAB rosters)	98
A28	Establish rapport with prospects	97
A1	Brief applicants on enlistment processing	97
B91	Administer enlistment screening test (EST)	97
A12	Conduct recruiter generated mailouts	97
A13	Conduct telephone follow-up sessions with applicants	97
B116	Refine Priority I lead lists (mailback cards, perpetuation national)	97
A10	Conduct prospecting through perpetuation	97
A5	Compare civilian or other service employment opportunities with Air Force opportunities	97
B106	Plan DEP activities	97
A42	Maintain literature racks	97
B98	Conduct nonprior service (NPS) applicant interviews or sales presentations	96
A50	Operate vehicles	96
B95	Conduct high school presentations	96
B93	Conduct DEP activities	96
A82	Secure required documents, such as birth certificates, social security cards, or diplomas	96
A2	Brief applicants on meals, lodging, or transportation	96
B112	Prepare and submit forms associated with an enlistment case file (NPS/PS)	95
A15	Contact delayed enlistment program (DEP) enlistees	95
A29	Explain benefits of the Air Force to prospects or civic groups	95
A84	Show information films to applicants	95
B123	Schedule applicants for production ASVAB	95
A9	Conduct in-person follow-up visits	94
B108	Plan high school presentations	93
A81	Schedule personnel for enlistment processing	92
B120	Review forms associated with an enlistment case file (NPS/PS)	89

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY 25-48 MONTH TICF PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=280)
A3	Clarify, validate, and overcome prospects' objections and concerns	88
A5	Compare civilian or other service employment opportunities with Air Force opportunities	88
A41	Maintain forms	86
A43	Maintain office equipment	86
A22	Determine primary interests of prospects	85
A28	Establish rapport with prospects	83
A50	Operate vehicles	83
A29	Explain benefits of the Air Force to prospects or civic groups	83
A23	Develop activity plans (i.e., daily, weekly, monthly, yearly)	83
A10	Conduct prospecting through perpetuation	81
A13	Conduct telephone follow-up sessions with applicants	80
A45	Make appointments with prospects	79
A1	Brief applicants on enlistment processing	79
A24	Direct applicants to processing point locations	79
A2	Brief applicants on meals, lodging, or transportation	79
A12	Conduct recruiter generated mailouts	78
A27	Establish rapport with community organizations (i.e., civic or fraternal organizations or businesses)	78
A9	Conduct in-person follow-up visits	77
A47	Obtain lead lists	77
A70	Refine national lead lists	76
A82	Secure required documents, such as birth certificates, social security cards, or diplomas	75
A42	Maintain literature racks	75
A79	Schedule enlistment or commissioning physicals	74
A21	Counsel examinees on test results	73
A84	Show information films to applicants	73
A15	Contact delayed enlistment program (DEP) enlistees	67
A90	Verify required documents, such as birth certificates,	67
B98	Conduct nonprior service (NPS) applicant interviews or sales presentations	64
A81	Schedule personnel for enlistment processing	64
B112	Prepare and submit forms associated with an enlistment case file (NPS/PS)	60

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN 1-24 MONTHS TICF
AND 25-48 MONTHS TICF PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		1-24 Months TICF (N=299)	25-48 Months TICF (N=280)	DIFF
B117	Refine Priority II lead lists (ASVAB rosters)	98	59	39
B91	Administer enlistment screening test (EST)	97	60	37
B115	Proctor Armed Services Vocational Aptitude Battery (ASVAB) testing in the high schools	96	59	37
B106	Plan DEP activities	97	61	36
B116	Refine Priority I lead lists (mailback cards, perpetuation national)	97	61	36
B112	Prepare and submit forms associated with an enlistment case file (NPS/PS)	95	60	35
B95	Conduct high school presentations	96	61	35
B93	Conduct DEP activities	96	61	35
B108	Plan high school presentations	93	59	34
B123	Schedule applicants for production ASVAB	95	61	34

tasks performed at that level. It also shows that the tasks not related to production recruiting are not performed by large numbers of the 25-48 month TICF group. While there are some differences between the two groups, they are still very similar in terms of tasks performed.

49-96 Months TICF Group. These 233 personnel represent 21 percent of the enlisted members included in the survey sample. These members continue to spend their time on a variety of tasks, even more so than their junior counterparts. After general recruiting tasks, members spend the largest percentage of their time on OTS recruiting tasks. Members of this TICF group are found in every job except the Flight Commanders and Superintendents Cluster.

Table 11 lists the most common tasks performed by the members of this group. Most of these involve general recruiting tasks, although they are performed by smaller percentages for this group. Table 12 shows those tasks which best differentiate between the 25-48 months TICF and 49-96 months TICF groups. The tasks with the largest differences in percent members performing relate to NPS/PS recruiting. The table also indicates that no tasks favored the 49-96 months TICF personnel by as much as 20 percent. This suggests that the more senior members are more spread out across a wide variety of activities, and therefore do not have high percent members performing any particular task

97+ Months TICF Group. The 271 members of this group represent 25 percent of the enlisted members in the survey sample. These individuals spend a greater amount of time on supervisory activities than the members of any other TICF group. Members spend 18 percent of their job time on flight supervisor tasks, an another 11 percent of their time on training activities. The members of this TICF group are found most commonly in the Flight Supervisor Cluster. This is also the only TICF group with members in the Flight Commanders and Superintendents Cluster.

Table 13 lists the most commonly performed tasks for this group. The general recruiting tasks are the most common, but even these suggest more supervision than the other groups. Table 14 shows which tasks best show the differences between this group and the 49-96 month TICF group. The tasks performed more commonly by the 97+ month group again emphasize their role in management and supervision.

Summary

Progression in this special duty follows the pattern typically seen in other Air Force Specialties. When members first arrive in the special duty their time is spent almost exclusively on enlisted recruiting. As members gain experience, they spend more and more time in other areas and less time on actual recruiting tasks. Members entering the special duty work almost exclusively in the Recruiter Cluster. Members who have been in the special duty between 2 and 4 years are still predominately found in the Recruiter Cluster, though they work in some other

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY 49-96 MONTHS TICF PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=233)
A43	Maintain office equipment	75
A3	Clarify, validate, and overcome prospects' objections and concerns	73
A5	Compare civilian or other service employment opportunities with Air Force opportunities	73
A22	Determine primary interests of prospects	64
A50	Operate vehicles	64
A23	Develop activity plans (i.e., daily, weekly, monthly, yearly)	64
A41	Maintain forms	64
A28	Establish rapport with prospects	61
A29	Explain benefits of the Air Force to prospects or civic groups	61
A51	Order forms	59
A53	Perform vehicle safety inspections	59
A2	Brief applicants on meals, lodging, or transportation	58
A79	Schedule enlistment or commissioning physicals	56
A27	Establish rapport with community organizations (i.e., civic or fraternal organizations or businesses)	55
A10	Conduct prospecting through perpetuation	54
A1	Brief applicants on enlistment processing	53
A90	Verify required documents, such as birth certificates, and social security cards	52
A24	Direct applicants to processing point locations	52
A8	Conduct college visitations	51
A47	Obtain lead lists	51
A89	Verify professional licenses, certificates, or diplomas	50
A72	Review computer products	49
A45	Make appointments with prospects	49
A13	Conduct telephone follow-up sessions with applicants	49
A82	Secure required documents, such as birth certificates, social security cards, or diplomas	47
A12	Conduct recruiter generated mailouts	45
A21	Counsel examinees on test results	44
I442	Coordinate job booking with higher headquarters	13
I456	Manage waiver/eligibility determination application processing	10
I459	Perform credit checks on applicants	10

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN 25-48 MONTH TICF AND 49-96 MONTHS
TICF PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		25-48 Mos TICF (N=280)	49-96 Mos TICF (N=233)	DIFF
B115	Proctor Armed Services Vocational Aptitude Battery (ASVAB) testing in the high schools	59	14	45
B106	Plan DEP activities	61	16	45
B116	Refine priority I lead lists (mailback cards, perpetuation national)	61	17	45
B117	Refine Priority II lead lists (ASVAB rosters)	59	15	43
B108	Plan high school presentations	59	16	42
B123	Schedule applicants for production ASVAB	61	19	42
B113	Prepare DEP correspondence	58	16	42
B91	Administer enlistment screening test (EST)	60	18	42
B93	Conduct DEP activities	61	20	41
B118	Refine Priority III lead lists (drop-outs, red cross non-applicants, or school lists)	57	16	41

27

TABLE 13

REPRESENTATIVE TASKS PERFORMED BY 97+ MONTHS TICF PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=271)
A43	Maintain office equipment	67
A50	Operate vehicles	64
A3	Clarify, validate, and overcome prospects' objections and concerns	63
A5	Compare civilian or other service employment opportunities with Air Force opportunities	59
A23	Develop activity plans (i.e., daily, weekly, monthly, yearly)	58
A29	Explain benefits of the Air Force to prospects or civic groups	58
A53	Perform vehicle safety inspections	56
A27	Establish rapport with community organizations (i.e., civic or fraternal organizations or businesses)	56
A72	Review computer products	52
A28	Establish rapport with prospects	52
A1	Brief applicants on enlistment processing	48
A22	Determine primary interests of prospects	48
A41	Maintain forms	44
E188	Analyze recruiter sales techniques	35
E187	Analyze recruiter planning activities	35
E189	Analyze recruiter school programs	35
E190	Analyze recruiter telephone prospecting techniques	35
E226	Review personal interview records (PIR)	34
E186	Analyze an applicants tracking system for all programs	34
E224	Review leads	34
E199	Conduct mandatory training evaluations	33
E227	Review squadron analysis products	33
E221	Review an applicant tracking system for all programs	32
E225	Review monthly expectation	32
E191	Approve closed applicants files	32
E215	Prepare flow and trend analysis report	31
G327	Conduct on-the-job training (OJT)	27
G329	Conduct training conferences or meetings	26
G359	Provide follow-on training	22
G326	Conduct field training visits for recruiters	19

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN 49-96 MONTH TICF AND 97+ MONTHS TICF PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		49-96 Months TICF (N=233)	97+ Months TICF (N=271)	DIFFERENCE
A89	Verify professional licenses, certificates, or diplomas	50	29	21
A51	Order forms	59	38	21
A41	Maintain forms	64	44	21
A70	Refine national lead lists	45	27	19
A79	Schedule enlistment or commissioning physicals	56	38	18
C147	Notify health profession applicants of selection or nonselection	27	9	17
C160	Refine health profession Priority I lead list (i.e., national, COIs, call-ins)	26	9	17
A2	Brief applicants on meals, lodging, or transportation	58	40	17
C133	Brief applicants on specialty interview process	28	11	17
A49	Obtain professionals licenses, certificates, or diplomas	40	23	17
E225	Review monthly expectation	13	32	-19
E226	Review personal interview records (PIR)	15	34	-19
E186	Analyze an applicants tracking system for all programs	15	34	-19
E199	Conduct mandatory training evaluations	14	33	-19
E188	Analyze recruiter sales techniques	15	35	-19
E190	Analyze recruiter telephone prospecting techniques	15	35	-20
E189	Analyze recruiter school programs	15	35	-20
E224	Review leads	14	34	-20
E187	Analyze recruiter planning activities	15	35	-20
K614	Prepare EPRs	10	32	-22

jobs as well. Members with 49-96 months TICF can be found in almost any job, most notably the MEPS Personnel Cluster and the Operations Personnel Cluster. The most experienced members are most likely to be in a supervisory or management role.

ANALYSIS OF TIME IN UTILIZATION FIELD (TIUF) GROUPS

As for TICF groups, analysis of TIUF groups can lend insight into differences between officer experience groups. In this case, over half of the 83R0 personnel in the sample have 2 years or less in the special duty. The remaining officers are too few to allow a detailed analysis, therefore only information on the 1-24 months TIUF group is presented.

Figure 2 shows the distribution of 1-24 months TIUF personnel across the jobs found, and Table 15 gives the relative time spend by these members in each of the duty areas. As seen in Figure 2, sixty-five percent of group members are in the Flight Commanders and Superintendents Cluster in the position of flight commander. Thirteen percent of first job members in the special duty are in the Advertising and Promotions Job, and another 4 percent are in the Operations Personnel Cluster. This distribution of personnel in jobs is also seen in where members are spending their job time. Members spend a total of 63 percent of their job time on the tasks in the last three duties. These tasks are the tasks performed by members of the Flight Commanders and Superintendents Cluster. Another 15 percent of job time is spent on the tasks of duty H, Advertising and Promotion Functions, with 10 percent spent on the tasks of duty I, Operations Functions. Table 15 shows the percent time spent for all duties for this group.

Table 16 presents the most common tasks for the 1-24 month TIUF personnel. This table is consistent with the above results as well. The most common tasks administrative, management, and supervisory activities. There are also a few tasks relating to advertising.

ANALYSIS OF AFMAN 36-2108 AND AFMAN 36-2105

Survey data were compared to the descriptions for the Recruiting Service Officer and Recruiter special duties found in Air Force Manuals 36-2108 and 36-2105, effective 31 October 1993, and 1995, respectively. These descriptions are intended to provide a broad overview of the duties and responsibilities of each special duty. In general, the description covers tasks and jobs performed by special duty personnel.

SDI 83R0 1-24 MONTHS TIUF JOBS
(N=23)

FLT CC &
SUPERINTENDT
65%

ADS &
PROMOTIONS
13%

OPERATIONS
4%

NOT GROUPED
17%
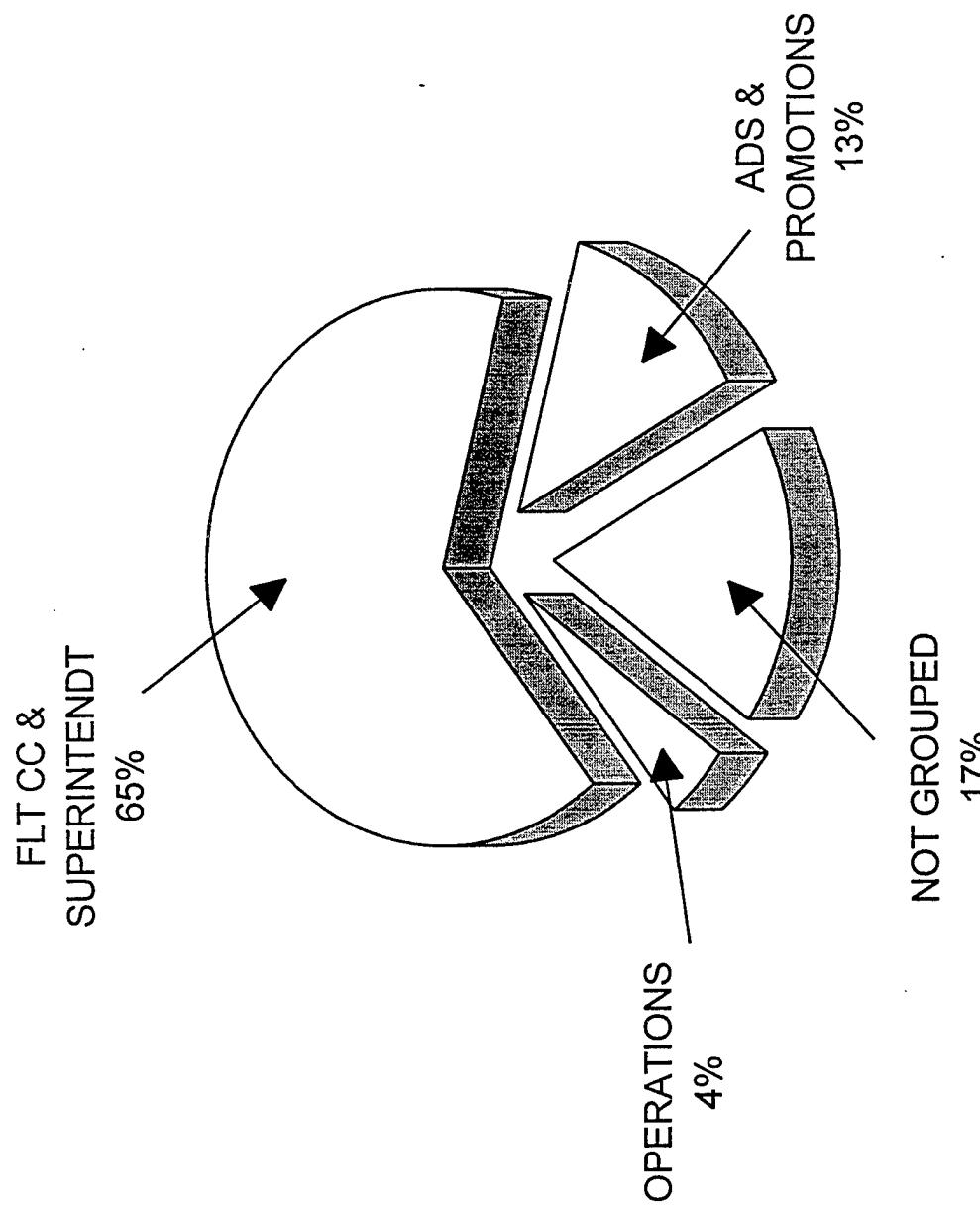
FIGURE 2

TABLE 15

TIME SPENT ON DUTIES BY MEMBERS OF
1-24 MONTH TIUF GROUP
(RELATIVE PERCENT OF JOB TIME)

DUTIES	1-24 MON TIUF (N=23)
A RECRUITING - GENERAL FUNCTIONS	6
B RECRUITING - ENLISTED	*
C RECRUITING - HEALTH PROFESSIONS	0
D RECRUITING - OFFICER TRAINING SCHOOL	4
E FLIGHT SUPERVISOR	*
F CLASSIFICATION AND PROCESSING FUNCTIONS	*
G TRAINING FUNCTIONS	*
H ADVERTISING AND PROMOTION FUNCTIONS	15
I OPERATIONS FUNCTIONS	10
J ADMINISTRATIVE AND MANAGEMENT FUNCTIONS	22
K COMMAND, STAFF, AND SUPERVISION FUNCTIONS	26
L INSPECTION FUNCTIONS	15

NOTE: Columns may not add exactly to 100 percent due to rounding
*Denotes less than 1 percent

32

TABLE 16

REPRESENTATIVE TASKS PERFORMED BY 1-24 MONTHS TIUF PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=23)
K614	Prepare EPRs	87
K613	Prepare correspondence (i.e., letters, messages, special reports, staff studies, etc.)	78
J524	Participate in meetings, such as staff meetings, briefings, conferences, or workshops	74
K620	Provide inputs to EPRs or OPRs	74
J480	Assign suspenses	74
K617	Prepare recommendations for awards or decorations	70
K553	Act as liaison with other services	70
K594	Indorse enlisted performance reports (EPR)	70
K581	Counsel personnel on personal or military-related problems	70
D175	Conduct OTS applicant interviews	65
L636	Analyze inspection reports	65
J476	Answer inquiries from higher echelons	65
L640	Develop self-inspection programs	61
J529	Prepare briefings	61
L666	Respond to write-ups in MEI or SSIP reports	61
K575	Conduct office visits	61
J537	Present briefings	61
K563	Approve or disapprove TDY, leaves, or passes	61
L668	Write inspection reports	57
L639	Develop inspection plans	57
J487	Coordinate policies or procedures with higher headquarters	57
K625	Review MEPS activities	52
L660	Plan support for visiting teams (i.e., inspection or staff assistance visit)	52
L667	Validate inspection information	48
L661	Prepare or review inspection checklists	48
J492	Develop work methods or procedures	48
L643	Inspect liaison functions at the MEPS	43
L638	Coordinate inspection discrepancies or commendable areas with Headquarters Recruiting Service (HQ RS) personnel	39
H396	Implement an advertising program	35
H411	Plan an advertising program	30

33

AFMAN 36-2105 Recruiting Service Officer Description

There are five specific duties and responsibilities listed in addition to the special duty summary. They are:

1. Performs operations duties.
2. Acts as officer training school (OTS) procurement officer.
3. Plans and supervises development of advertising and promotion programs to support the mission.
4. Manages recruiting resources.
5. Manages Headquarters USAF Recruiting Service activities.

The first four areas are well covered by survey data when the percent of job time spent on tasks by the 42 officers in the sample is used as the criteria. Tasks related to the examples in each of those four areas are performed by large numbers of officers in the sample, and they spend considerable time on those tasks as well.

The fifth area however, had mixed support. There were a few example items for which there were no related tasks performed by the officers in the sample. One item, "Provides analytical support, market studies, and goal allocation systems," was had related tasks performed by members of the Operations Personnel Cluster, but this cluster is composed primarily of enlisted members with some officers. Another item, "Provides specialized management, sales, and motivational training through workshops and a traveling training team," was also not supported by the officer data, but was supported by the members of the Training Personnel Cluster. This cluster is exclusively comprised of NCOs. On the other hand, there were items in this last area which were supported by the officer group data. In general, these deal with coordinating with other agencies such as the Air Force Personnel Center, developing plans to support assignment and manpower, and planning and managing advertising and special events.

AFMAN 36-2108 Recruiter Description

There are also five specific duties and responsibilities listed for the Recruiter special duty, after the summary. They are:

1. Conducts recruiting program.
2. Develops publicity program.
3. Develops community relations programs.
4. Performs Military Entrance Processing Station (MEPS) liaison and production management duties.
5. Supervises recruiting activities.

The first and third areas, and their specific examples represent the core of the recruiter special duty. Tasks related to the fourth and fifth areas are performed in large numbers by the members of the MEPS Personnel Cluster and Flight Supervisor Cluster, respectively. Tasks related to the second area are performed by members of the Advertising and Promotions Job, which is comprised of both officers and NCOs.

With only a few exceptions, both special duty descriptions accurately reflect the work done in the special duties. This is especially true when looking at the tasks performed by members of specific job groups. There are no tasks or areas which are not covered by one of the above duties and responsibilities.

TRAINING ANALYSIS

Occupational survey data represent one of many sources of information which are used to assist in the development of training programs for career ladder personnel. OSR data useful to training personnel include job descriptions for the various jobs performed within a career ladder, distribution of personnel across career ladder jobs, percentages of personnel performing specific tasks, as well as the difficulty of tasks andTE ratings gathered from senior members of the career ladder.

TE and TD Data

TE is a secondary factor that can help technical school personnel decide which entry-level training tasks to emphasize. These ratings, based on the judgments of senior career ladder NCOs at operational locations, provide training personnel with a rank ordering of those tasks considered important for first-enlistment airman training (TE). When combined with data on the percentages of first-job (1-24 months TICF) personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example, tasks receiving high TE ratings accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high TE ratings but low percentages performing may be more appropriately planned for OJT programs within the career ladder. Low TE ratings may highlight tasks best omitted from training for first-enlistment personnel. This decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

Table 17 lists the tasks having the highest TE ratings. The percentages of first-job (1-24 months in the special duty) personnel and all enlisted members are also included for each task. The majority of tasks with high training emphasis are performed by over ninety percent of first-job members. The highest rated jobs deal with recruiting in general and with NPS/PS recruiting in particular. Due to the unreliability of the TE ratings for the officers and the enlisted TD ratings, these are not reported in this OSR.

35

TABLE 17

SDI 8R000 TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

		TRAINING EMPHASIS	PERCENT MEMBERS PERFORMING	
			1ST JOB	ALL 8R000
A3	Clarify, validate, and overcome prospects' objections and concerns	6.58	98	81
A3	Develop activity plans (i.e., daily, weekly, monthly, yearly)	6.32	98	77
B112	Prepare and submit forms associated with an enlistment/case file (NPS/PS)	6.23	95	51
B98	Conduct nonprior service (NPS) applicant interviews or sales presentations	6.13	96	55
A22	Determine primary interests of prospects	5.65	98	75
A11	Conduct prospective applicant house calls	5.16	87	58
A10	Conduct prospecting through perpetuation	4.94	97	70
A1	Brief applicants on enlistment processing	4.87	97	71
A40	Interview walk-in prospects	4.87	97	65
A45	Make appointments with prospects	4.84	98	67
B95	Conduct high school presentations	4.81	96	52
A58	Prepare recruiter market surveys	4.74	89	66
B93	Conduct DEP activities	4.74	96	52
A6	Complete morals eligibility determination waivers	4.71	93	68
A31	Initiate applicant waivers	4.71	93	61
A29	Explain benefits of the Air Force to prospects or civic groups	4.68	95	75
A5	Compare civilian or other service employment opportunities with Air Force opportunities	4.61	97	80
B108	Plan high school presentations	4.55	93	48
B099	Conduct prior service (PS) applicant interviews or sales presentations	4.55	73	42
B116	Refine Priority I lead lists (mailback cards, perpetuation national)	4.52	97	51
A9	Conduct in-person follow-up visits	4.45	94	66
A35	Initiate morals eligibility determination waivers	4.45	91	60
B117	Refine Priority II lead lists (ASVAB rosters)	4.35	98	50
B111	Plan vocational school presentations	4.35	59	34
B106	Plan DEP activities	4.32	97	50
B6	Conduct junior college presentations	4.29	55	32
A8	Conduct college visitations	4.10	85	65
A81	Schedule personnel for enlistment processing	4.10	92	57

TE MEAN = 0.90 SD = 1.30

Various lists of tasks, accompanied by TE ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. For a more detailed explanation of TD and TE ratings, see the Task Factor Administration in the SURVEY METHODOLOGY section of this report.

Plan of Instruction (POI)

In November 1996, training personnel from Lackland Air Force Base matched tasks in the JI to appropriate sections of the POI. A listing of the POI was then produced showing each POI paragraph and subparagraph, tasks matched, and percent criterion group members performing. This listing is included in the Training Extract sent to the school for review. Criteria set forth in AETC Instruction 36-2601 were used to review the relevance of each POI paragraph and subparagraph with matched tasks. Any POI paragraph or subparagraph with matched tasks performed by 30 percent or more of first-job (1-24 months TICF) members is considered to be supported and should be retained in the POI. There was only one POI paragraph which was not supported by the matched job inventory task. POI paragraph I.4a reads: "Given access to a PROMIS II computer system demonstrate basic operational skills IAW Rating Scale." The matched task, F0267, reads "Operate Procurement Management Information System (PROMIS) data communications network." This task was performed by only 5 percent of all 8R000 personnel, and not at all by members with 1-24 months time in the special duty. POI block I.4 should be closely examined in its entirety.

Tasks not matched to any POI element are listed at the end of the POI computer listing. According to the criteria listed in AETC Instruction 36-2601, tasks with a percent members performing greater than 30 percent for either first-job or first-enlistment personnel should be examined closely for inclusion in the POI. There were a few tasks which had greater than 30 percent members performing which were not referenced to the POI. These are listed in Table 18. The majority of the tasks are general in nature, and may inherent in other tasks.

Course Training Standard (CTS)

At the same time the POI was matched to the task list, the CTS was also matched in the same way. The criteria described above were also used to evaluate the CTS. Because of the close connection between the CTS and the POI, the results of this analysis are nearly identical to those above. Paragraph 7 in the CTS was matched to task F0267 which was performed by few members of the survey sample. The tasks not referenced to the CTS were also very similar to those found in Table 18.

TABLE 18

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE
OF GROUP MEMBERS BUT NOT REFERENCED BY POI

		PERCENT MEMBERS PERFORMING					
		ALL 8R000	1-24 MOS	25-48 MOS	49-96 MOS	97+ MOS	TNG EMP
A43	Maintain office equipment	80	90	86	75	67	1.90
A41	Maintain forms	74	97	86	64	44	3.26
A14	Conduct zone briefings	69	96	79	53	41	2.94
A59	Prepare SF 1164 (Claim for Reimbursement for Expenditures on Official Business)	67	87	77	54	45	3.48
A51	Order forms	66	85	76	59	38	2.00
A12	Conduct recruiter generated mailouts	64	97	78	45	30	2.84
A52	Perform financial eligibility determination on applicants	60	85	71	43	35	4.06
A46	Obtain college transcripts	59	81	75	44	30	2.32
A26	Escort applicants	56	80	72	36	31	1.74
A72	Review computer products	55	60	59	48	52	1.90
A25	Draft or write civilian awards	50	62	57	37	42	2.58
A37	Initiate transportation and ticket requests	49	75	59	34	25	2.55
A30	File test rosters	49	81	59	29	22	1.94
A18	Contact other service recruiters for pre-approach information	48	77	56	27	27	2.29
A36	Initiate requests for meals or lodging for applicants	48	64	60	39	24	2.19
A44	Maintain transportation requests and tickets	47	73	56	30	25	2.32
A48	Obtain prior service records	45	52	56	42	27	3.00
A83	Secure transportation requests and tickets	44	71	54	23	23	2.61
B99	Conduct prior service (PS) applicant interviews or sales presentations	42	73	48	22	17	4.55
A74	Review safety logs	41	53	39	34	36	1.45
B22	Schedule applicants for physical ability stamina test (PAST)	36	63	48	12	13	2.74

TE MEAN = 0.90 SD = 1.30

JOB SATISFACTION ANALYSIS

An examination of responses to the job satisfaction questions can give career field managers a better understanding of some of the factors which may affect the job performance of airmen and officers in the recruiting field. The survey booklet included questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses of the current survey sample were then analyzed by making some comparisons: (1) between the officers, enlisted personnel, and the total sample; (2) between the current and previous survey officer and enlisted groups; and (3) across specialty groups identified in the SPECIALTY JOBS section of the report.

Table 19 displays the total sample, officer, and enlisted groups for the current survey as well as the results from the previous survey in 1989. In all cases the responses from the current group of incumbents are lower than in the previous survey. In particular, the reported sense of accomplishment received from work is 9 percent lower for the total sample. The officer group had lower expressed job satisfaction in all cases when compared to the enlisted group. Perceived use of training, especially, was 19 percent lower for the officer group. This result was not found in the last survey, when the officers were within two percent of the enlisted group for all ratings.

An examination of job satisfaction data can also reveal the influences performing certain jobs may have on overall job satisfaction. Table 20 presents job satisfaction data for the jobs identified in the career field structure for SDIs 83R0 and 8R000. Consistent with the above results, one cluster, Flight Commanders and Superintendents, was lower than the other jobs on two job satisfaction indicators, and among the lowest on the others. This cluster contains the bulk of the officers in the survey sample who expressed lower job satisfaction. The Recruiter Cluster did express the lowest sense of accomplishment from the job. An examination of some of the write-in comments revealed that many members of this cluster feel somewhat bogged down in paperwork, leaving too little time for recruiting tasks. This could be a contributing factor in their lower sense of accomplishment.

IMPLICATIONS

As explained in the **INTRODUCTION**, this survey was conducted primarily to provide training personnel with current information on the Recruiting Service Officer and Recruiter field for use in reviewing current training programs and training documents. Overall job progression is similar to that seen in Air Force specialties and shows a trend as one gains experience in the special duty. AFMAN 36-2108 and 36-2105 *Specialty Description* broadly describe the jobs and tasks being performed, with only two areas which do not exactly reflect survey data. Job satisfaction is lower than seen in past, and the officers surveyed responded lower than the enlisted members. Analysis of career ladder documents indicate the CTS and POI are well supported by survey data, with some general tasks not referenced.

TABLE 19

COMPARISON OF JOB SATISFACTION INDICATORS FOR SDIs 83R0 AND 8R000 OFFICER AND ENLISTED GROUPS IN CURRENT STUDY TO PREVIOUS STUDY (PERCENT MEMBERS RESPONDING)

	1996 TOT SAMPLE (N=1138)	1987 TOT SAMPLE (N=2353)	1996 OFFICERS (N=43)	1987 OFFICERS (N=200)	1996 ENLISTED (N=1095)	1987 ENLISTED (N=2153)
EXPRESSED JOB INTEREST:						
INTERESTING	83	89	71	89	84	89
SO-SO	13	8	21	8	13	8
DULL	4	2	7	2	4	2
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECT	89	93	76	92	89	93
NONE TO VERY LITTLE	11	6	24	7	11	6
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	89	*	72	*	91	*
NONE TO VERY LITTLE	10	*	29	*	10	*
SENSE OF ACCOMPLISHMENT FROM JOB:						
SATISFIED	74	83	69	81	74	83
NEUTRAL	8	5	7	5	8	6
DISSATISFIED	19	11	24	14	18	11
SATISFACTION WITH TRAINING RECEIVED:**						
EXTREMELY SATISFIED	7	*	11	*	7	*
VERY SATISFIED	32	*	33	*	33	*
SLIGHTLY SATISFIED	24	*	44	*	24	*
NEITHER SATISFIED NOR DISSATISFIED	11	*	0	*	11	*
SLIGHTLY DISSATISFIED	8	*	0	*	8	*
VERY DISSATISFIED	4	*	0	*	4	*
EXTREMELY DISSATISFIED	2	*	11	*	2	*

*Data unavailable

**Officer data for the satisfaction with training received question is based on only 9 respondents, and should be viewed accordingly

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 20

JOB SATISFACTION INDICATORS FOR SDIs 83R0 AND 8R000 JOB GROUPS
(PERCENT MEMBERS RESPONDING)

	Recruiting Personnel ST57	MEPS Personnel ST25	Flight Supervisors ST44	Training Personnel ST30	Operations Personnel ST23	Flight CCs & Superintendents ST24	Advertising Personnel ST110
EXPRESSED JOB INTEREST:							
INTERESTING	82	88	90	86	82	84	78
SO-SO	14	10	6	7	15	8	22
DULL	4	2	4	7	3	8	0
PERCEIVED USE OF TALENTS:							
EXCELLENT TO PERFECT	23	27	36	42	23	44	35
FAIRLY WELL TO VERY WELL	64	65	59	49	67	40	52
NONE TO VERY LITTLE	12	8	4	9	11	16	13
PERCEIVED USE OF TRAINING:							
EXCELLENT TO PERFECT	17	28	42	47	20	34	17
FAIRLY WELL TO VERY WELL	72	67	55	47	67	48	57
NONE TO VERY LITTLE	11	5	3	5	14	18	26
SENSE OF ACCOMPLISHMENT FROM JOB:							
SATISFIED	71	80	75	84	76	82	78
NEUTRAL	8	8	8	4	9	0	9
DISSATISFIED	21	12	16	12	15	18	13
SATISFACTION WITH TRAINING RECEIVED**							
EXTREMELY SATISFIED	5	10	7	9	9	10	9
VERY SATISFIED	33	34	38	37	24	18	22
SLIGHTLY SATISFIED	29	18	19	18	20	6	17
NEITHER SATISFIED NOR DISSATISFIED	13	11	3	5	9	8	4
SLIGHTLY DISSATISFIED	11	2	1	4	6	2	4
VERY DISSATISFIED	5	3	3	0	2	0	4
EXTREMELY DISSATISFIED	3	2	0	0	2	2	0

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

41

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APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF RECRUITER FIELD JOBS

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TABLE A1

RECRUITER CLUSTER
Number of Members: 685   ST0057

TASKS		PERCENT MEMBERS PERFORMING
A0045	Make appointments with prospects	99
A0028	Establish rapport with prospects	98
A0050	Operate vehicles	98
A0022	Determine primary interests of prospects	98
A0023	Develop activity plans (i.e., daily, weekly, monthly, yearly)	98
A0003	Clarify, validate, and overcome prospects' objections and concerns	98
A0012	Conduct recruiter generated mailouts	97
A0013	Conduct telephone follow-up sessions with applicants	97
A0005	Compare civilian or other service employment opportunities with Air Force opportunities	97
A0010	Conduct prospecting through perpetuation	97
A0053	Perform vehicle safety inspections	96
A0029	Explain benefits of the Air Force to prospects or civic groups	95
A0047	Obtain lead lists	95
A0041	Maintain forms	95
A0009	· Conduct in-person follow-up visits	94
A0070	Refine national lead lists	94
A0042	Maintain literature racks	94
A0040	Interview walk-in prospects	92
A0027	Establish rapport with community organizations (i.e., civic or fraternal organizations or businesses)	91
A0069	Refine mailbacks	91
A0002	Brief applicants on meals, lodging, or transportation	91
A0024	Direct applicants to processing point locations	90
A0082	Secure required documents, such as birth certificates, social security cards, or diplomas	89
A0001	Brief applicants on enlistment processing	88
A0084	Show information films to applicants	87
A0079	Schedule enlistment or commissioning physicals	84
A0015	Contact delayed enlistment program (DEP) enlistees	81
A0021	Counsel examinees on test results	81
B0116	Refine Priority I lead lists (mailback cards, perpetuation national)	78
B0098	Conduct nonprior service (NPS) applicant interviews or sales presentations	77
B0091	Administer enlistment screening test (EST)	77
B0117	Refine Priority II lead lists (ASVAB rosters)	77
B0093	Conduct DEP activities	76
B0106	Plan DEP activities	76

MILITARY ENTRANCE PROCESSING STATION PERSONNEL CLUSTER
Number of Members: 99   ST0025

TASKS		PERCENT MEMBERS PERFORMING
A0003	Clarify, validate, and overcome prospects' objections and concerns	95
A0005	Compare civilian or other service employment opportunities with Air Force opportunities	88
A0043	Maintain office equipment	87
A0044	Maintain transportation requests and tickets	85
A0041	Maintain forms	83
A0077	Schedule applicants for specialized testing (i.e., defense language aptitude battery, etc.)	81
A0021	Counsel examinees on test results	80
A0090	Verify required documents, such as birth certificates, and social security cards	79
A0001	Brief applicants on enlistment processing	77
A0051	Order forms	77
A0085	Submit AETC Forms 1349 (Case File Error Analysis)	76
A0076	Schedule Air Force officer qualification tests (AFOQT)	76
A0037	Initiate transportation and ticket requests	74
F0269	Perform initial QC checks on enlistment case files	70
A0022	Determine primary interests of prospects	69
A0002	Brief applicants on meals, lodging, or transportation	69
F0270	Perform QC checks on DEP case files	68
F0268	Perform final QC checks on enlistment case files	68
A0036	Initiate requests for meals or lodging for applicants	67
A0079	Schedule enlistment or commissioning physicals	67
F0272	Perform 15-day QC checks on enlistment case files	65
F0236	Call recruiters or flight supervisors concerning missing or incomplete enlistment documents	65
A0083	Secure transportation requests and tickets	64
F0250	Evaluate transcripts to determine qualification for enlistment incentives	62
F0240	Conduct individual classification or job interviews	61
A0081	Schedule personnel for enlistment processing	60
A0089	Verify professional licenses, certificates, or diplomas	60
F0248	Evaluate applicant qualifications	60
F0256	Initiate entrance national agency checks	60
F0267	Operate Procurement Management Information System (PROMIS) data communications network	54
A0028	Establish rapport with prospects	46

TABLE A3

FLIGHT SUPERVISOR CLUSTER
Number of Members: 116   ST0044

TASKS		PERCENT MEMBERS PERFORMING
E0187	Analyze recruiter planning activities	100
E0188	Analyze recruiter sales techniques	100
E0226	Review personal interview records (PIR)	99
E0186	Analyze an applicants tracking system for all programs	99
E0190	Analyze recruiter telephone prospecting techniques	99
E0189	Analyze recruiter school programs	99
E0224	Review leads	99
E0208	Establish production expectations	99
E0191	Approve closed applicants files	99
E0200	Conduct training meetings	99
E0205	Document initial orientation briefings	99
E0221	Review an applicant tracking system for all programs	98
E0215	Prepare flow and trend analysis report	97
E0192	Assign monthly expectation to recruiter	97
E0199	Conduct mandatory training evaluations	97
E0227	Review squadron analysis products	97
E0228	Review waiver request	97
E0206	Document initial qualification training	97
E0201	Coordinate advertising and promotion activities to include COIs, special events, and bands	97
E0204	Develop production incentive awards programs	97
E0198	Conduct job safety training	97
E0225	Review monthly expectation	96
E0212	Maintain operations folder	96
E0193	Assign priorities to leads	96
E0211	Interview applicants in the DEP concerning problems	94
E0194	Compute realistic goals	94
E0209	Establish realistic goaling factors	93
E0220	Review AETC Forms 1349 (Case File Error Analysis)	91
E0195	Conduct an in-depth production evaluation	91
E0222	Review and approve recruiter itineraries	87
E0218	Regulate flight recruiter generated mail (RGM) program	86
E0216	Present input to management for the relocation and updating of real estate	86
E0210	Examine use of out-of pocket expenses	85
E0196	Conduct civilian office personnel training	84
E0213	Plan an in-depth production evaluation	83
A0050	Operate vehicles	78
A0023	Develop activity plans (i.e., daily, weekly, monthly, yearly)	73

TABLE A4

TRAINING PERSONNEL CLUSTER
Number of Members: 57   ST0030

TASKS		PERCENT MEMBERS PERFORMING
G0329	Conduct training conferences or meetings	91
G0359	Provide follow-on training	88
G0357	Plan training conferences or meetings	88
G0325	Conduct computer training instructions	86
G0326	Conduct field training visits for recruiters	84
G0353	Maintain training records, charts, or graphs	84
G0340	Develop training plans	84
G0327	Conduct on-the-job training (OJT)	82
G0358	Provide feedback to trainee and training supervisors	82
G0328	Conduct special training (i.e., staff assistance)	75
G0335	Develop course study materials, such as study guides, workbooks, or handouts	75
G0331	Counsel individuals on training progress	74
G0348	Evaluate training methods, techniques, or programs	72
G0313	Administer written, oral, or performance training evaluations	72
G0371	Write training reports	67
G0366	Review written, oral, or performance training evaluations	67
G0332	Demonstrate how to locate technical information	67
G0341	Develop written, oral, or performance training evaluations	67
G0345	Evaluate OJT trainers or trainees	65
G0314	Analyze feedback from student or instructors to evaluate lesson effectiveness	61
G0349	Maintain OJT programs	60
G0352	Maintain training equipment	58
G0323	Approve or disapprove written, oral, or performance training evaluations	54
G0316	Approve or disapprove course study materials, such as study guides, workbooks, or handouts	53
G0330	Coordinate class schedule	51
G0361	Review course study materials, such as study guides, workbooks, or handouts	51
G0337	Develop lesson plans	49
A0050	Operate vehicles	47
G0344	Evaluate JQSs or CTSs	47
G0319	Approve or disapprove justifications for training equipment, publications, or materials	47
G0342	Direct evaluation of JQSs or CTSs	46

TABLE A5

OPERATIONS PERSONNEL CLUSTER
Number of Members: 66   ST0023

TASKS		PERCENT MEMBERS PERFORMING
I0442	Coordinate job booking with higher headquarters	91
I0436	Advise recruiters of changes to applicant qualification criteria or recruiting policy	91
I0456	Manage waiver/eligibility determination application processing	88
I0459	Perform credit checks on applicants	86
I0443	Coordinate with flight supervisor or program manager on processing requirements	85
I0457	Monitor production programs (i.e., ASVAB testing, waiver applications)	80
I0447	Develop tracking systems	74
I0439	Compute and distribute goals	74
I0448	Establish job booking scheme	71
I0437	Analysis production plan results	71
I0454	Maintain lead tracking system	70
I0440	Conduct flow and trend analysis	68
I0444	Develop computer applications	67
I0465	Prepare waiver analysis	67
I0463	Prepare cancellation analysis reports	67
I0455	Maintain squadron market surveys	67
I0473	Track incentive award programs	64
I0450	Evaluate lead management system	62
I0445	Develop incentive award programs	56
I0449	Establish lead management system	56
I0441	Conduct market analysis	55
I0471	Review squadron case file error reports	53
I0468	Review lead distribution reports	52
I0461	Prepare Basic Military Training (BMT)/Tech Training (TT) attrition reports	50
I0467	Review flight operating instructions	50
I0458	Monitor student ASVAB testing	48
A0052	Perform financial eligibility determination on applicants	45
I0469	Review or monitor recruiter production evaluation results	41
I0474	Track production plan results	39
A0006	Complete morals eligibility determination waivers	38
I0466	Request production awards	38
I0453	Initiate a recruiter production evaluation	38
A0072	Review computer products	36

TABLE A6

FLIGHT COMMANDERS AND SUPERINTENDENTS CLUSTER
Number of Members: 50   ST0024

TASKS		PERCENT MEMBERS PERFORMING
K0614	Prepare EPRs	96
K0594	Indorse enlisted performance reports (EPR)	90
K0620	Provide inputs to EPRs or OPRs	88
K0613	Prepare correspondence (i.e., letters, messages, special reports, staff studies, etc.)	84
K0617	Prepare recommendations for awards or decorations	84
K0627	Review recommendations for awards or decorations	78
K0631	Schedule TDYs, leaves, or passes	78
K0575	Conduct office visits	76
K0581	Counsel personnel on personal or military-related problems	76
K0563	Approve or disapprove TDY, leaves, or passes	76
K0619	Provide career guidance to subordinate	74
J0480	Assign suspenses	74
L0636	Analyze inspection reports	72
K0598	Interpret policies, directives, or procedures for subordinates	70
K0553	Act as liaison with other services	70
J0524	Participate in meetings, such as staff meetings, briefings, conferences, or workshops	68
L0666	Respond to write-ups in MEI or SSIP reports	66
K0555	Advise discipline under the UCMJ	66
K0625	Review MEPS activities	64
J0476	Answer inquiries from higher echelons	64
L0640	Develop self-inspection programs	62
K0588	Establish organizational policies, office instructions (OI), or standing operating procedures (SOP)	62
L0667	Validate inspection information	58
K0590	Evaluate individuals for promotion, demotion, or reclassification	58
K0577	Control or direct recruiting efforts to meet group, squadron, or flight program objectives	56
A0050	Operate vehicles	56
L0646	Perform group or squadron level administrative function MEI or staff surveillance inspection program (SSIP)	54
K0589	Establish production plans to meet future recruiting requirements	48
D0175	Conduct OTS applicant interviews	36
K0574	Conduct final training certifications	32

TABLE A7

ADVERTISING AND PROMOTIONS JOB
Number of Members: 23   ST0110

TASKS		PERCENT MEMBERS PERFORMING
H0383	Conduct television station visits	100
H0410	Plan air shows or Thunderbird visits	100
H0421	Plan television station visits	100
H0381	Conduct radio station visits	100
H0403	Monitor advertising and publicity needs	96
H0394	Establish media relations	96
H0382	Conduct recruiter, flight supervisor, and program manager advertising and promotion training	96
H0378	Conduct local paid advertising programs	96
H0386	Coordinate expenditures of advertising and promotion funds with commander	96
H0432	Track media visitation programs	96
H0398	Maintain advertising fund ledgers	96
H0393	Establish advertising literature and promotional items requirements	96
H0384	Conduct training on minijets	96
H0379	Conduct media COI events	96
H0396	Implement an advertising program	91
H0415	Plan local paid advertising programs	91
H0402	Maintain media relations	91
H0377	Analyze the COI program	91
H0388	Coordinate local or national tour programs	91
H0401	Maintain COI fund ledgers	91
H0387	Coordinate local base tours with the public affairs office	91
H0373	Administer schedule for minijets	91
H0424	Prepare civilian awards	91
H0385	Coordinate civilian awards	91
H0375	Analyze a promotion plan	87
H0418	Plan promotion programs	87
H0390	Develop a promotion plan	87
H0431	Set up or remove displays for presentations	87
H0411	Plan an advertising program	83
H0430	Schedule air shows or Thunderbird visits	83
H0426	Prepare requests for personalized advertising and publicity support	83
H0372	Administer civilian awards programs	83
H0374	Administer the COI program	78
H0376	Analyze media visitation programs	78

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APPENDIX B

LISTING OF TASK MODULES AND TASK STATEMENTS

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These Task Modules (TMs) were developed in order to organize and summarize the extensive task information for this specialty. The TMs were developed by clustering tasks which are coperformed by the same incumbents. Coperformance is a measure of how probable a task will be performed with another task, based upon the responses of surveyed personnel. For example, if an individual performs one budgeting task, the probability is very high that he or she will perform other budgeting tasks. Thus, the group of budgeting tasks can be considered a "natural group" of associated or related tasks (see TM 0007 below). The statistical clustering generally approximates these "natural groupings."

The title of each TM is a best estimate as to the generic subject content of the group of tasks. The TMs are useful for organizing the task data into meaningful units and as a way to concisely summarize the extensive job data. However, TMs are only one way to organize the information. Other strategies may also be valid.

0001	ST0134	NPS/PS Recruiting
1	A0001	Brief applicants on enlistment processing
2	A0002	Brief applicants on meals, lodging, or transportation
3	A0003	Clarify, validate, and overcome prospects' objections and concerns
4	A0004	Clean or service AF recruiting vehicles
5	A0005	Compare civilian or other service employment opportunities with Air Force opportunities
6	A0006	Complete morals eligibility determination waivers
7	A0007	Conduct activities required for Reserve Officer Training Corps (ROTC) school programs
8	A0008	Conduct college visitations
9	A0009	Conduct in-person follow-up visits
10	A0010	Conduct prospecting through perpetuation
11	A0011	Conduct prospective applicant house calls
12	A0012	Conduct recruiter generated mailouts
13	A0013	Conduct telephone follow-up sessions with applicants
14	A0014	Conduct zone briefings
15	A0015	Contact delayed enlistment program (DEP) enlistees
16	A0016	Contact employment office personnel for prospects or pre-approach information
17	A0017	Contact law enforcement agencies for clarification of information
18	A0018	Contact other service recruiters for pre-approach information
19	A0019	Contact school counselors or teachers for prospects or pre-approach information
20	A0020	Contact students or acquaintances for pre-approach information
21	A0021	Counsel examinees on test results
22	A0022	Determine primary interests of prospects
23	A0023	Develop activity plans (i.e., daily, weekly, monthly, yearly)
24	A0024	Direct applicants to processing point locations
25	A0025	Draft or write civilian awards
26	A0026	Escort applicants
27	A0027	Establish rapport with community organizations (i.e., civic or fraternal organizations or businesses)

0001	ST0134	NPS/PS Recruiting (Continued)
28	A0028	Establish rapport with prospects
29	A0029	Explain benefits of the Air Force to prospects or civic groups
30	A0030	File test rosters
31	A0031	Initiate applicant waivers
32	A0032	Initiate civilian awards
33	A0033	Initiate conditional release from other services
34	A0034	Initiate credit checks on applicants
35	A0035	Initiate morals eligibility determination waivers
36	A0036	Initiate requests for meals or lodging for applicants
37	A0037	Initiate transportation and ticket requests
38	A0039	Interview prospective ROTC scholarship applicants
39	A0040	Interview walk-in prospects
40	A0041	Maintain forms
41	A0042	Maintain literature racks
42	A0043	Maintain office equipment
43	A0044	Maintain transportation requests and tickets
44	A0045	Make appointments with prospects
45	A0046	Obtain college transcripts
46	A0047	Obtain lead lists
47	A0048	Obtain prior service records
48	A0049	Obtain professionals licenses, certificates, or diplomas
49	A0050	Operate vehicles
50	A0051	Order forms
51	A0052	Perform financial eligibility determination on applicants
52	A0053	Perform vehicle safety inspections
53	A0054	Plan activities required for ROTC school programs
54	A0055	Plan base tours
55	A0056	Plan college visitations
56	A0057	Prepare applicant certification statements
57	A0058	Prepare recruiter market surveys
58	A0059	Prepare SF 1164 (Claim for Reimbursement for Expenditures on Official Business)
59	A0060	Refer individuals to Air Force Academy liaison officers
60	A0061	Refer individuals to health professions or Officer Training School (OTS) program specialists
61	A0062	Refer individuals to reserve unit personnel
62	A0063	Refer individuals to ROTC unit personnel
63	A0064	Reference cross-city directories
64	A0065	Refine lead lists from center of influence (COI) events
65	A0066	Refine lead lists from newspapers or other publications
66	A0067	Refine lead lists from other service recruiters
67	A0068	Refine lead lists using pre-approach information
68	A0069	Refine mailbacks
69	A0070	Refine national lead lists

70	A0072	Review computer products
71	A0073	Review individual office telephone logs
72	A0074	Review safety logs
73	A0075	Review test rosters
74	A0076	Schedule Air Force officer qualification tests (AFOQT)
75	A0077	Schedule applicants for specialized testing (i.e., defense language aptitude battery, etc.)
76	A0078	Schedule base tours through the advertising and promotion office
77	A0079	Schedule enlistment or commissioning physicals
78	A0080	Schedule minijet
79	A0081	Schedule personnel for enlistment processing
80	A0082	Secure required documents, such as birth certificates, social security cards, or diplomas
81	A0083	Secure transportation requests and tickets
82	A0084	Show information films to applicants
83	A0086	Track prospective ROTC scholarships applicants
84	A0087	Transport and operate minijet
85	A0088	Transport applicants to Military Entrance Processing Station (MEPS) for processing
86	A0089	Verify professional licenses, certificates, or diplomas
87	A0090	Verify required documents, such as birth certificates, and social security cards
88	B0091	Administer enlistment screening test (EST)
89	B0093	Conduct DEP activities
90	B0095	Conduct high school presentations
91	B0096	Conduct junior college presentations
92	B0097	Conduct junior ROTC presentations
93	B0098	Conduct nonprior service (NPS) applicant interviews or sales presentations
94	B0099	Conduct prior service (PS) applicant interviews or sales presentations
95	B0106	Plan DEP activities
96	B0108	Plan high school presentations
97	B0109	Plan junior college presentations
98	B0110	Plan junior ROTC presentations
99	B0111	Plan vocational school presentations
100	B0112	Prepare and submit forms associated with an enlistment case file (NPS/PS)
101	B0113	Prepare DEP correspondence
102	B0114	Prepare whole person eligibility determination
103	B0115	Proctor Armed Services Vocational Aptitude Battery (ASVAB) testing in the high schools
104	B0116	Refine Priority I lead lists (mailback cards, perpetuation national)
105	B0117	Refine Priority II lead lists (ASVAB rosters)
106	B0118	Refine Priority III lead lists (drop-outs, red cross non-applicants, or school lists)
107	B0120	Review forms associated with an enlistment case file (NPS/PS)

0001	ST0134	NPS/PS Recruiting (Continued)
108	B0122	Schedule applicants for physical ability stamina test (PAST) (i.e., para rescuers, combat control)
109	B0123	Schedule applicants for production ASVAB
110	B0125	Schedule student ASVAB in schools

0002	ST0085	Unusual NPS/PS Recruiting Tasks
1	A0071	Review Coles cross reference directory
2	B0092	Conduct "coming of age" presentations
3	B0094	Conduct four year college presentations
4	B0100	Contact job corps personnel for prospects or pre-approach information
5	B0101	Contact red cross personnel for prospects or pre-approach information
6	B0102	Coordinate band performances
7	B0103	Coordinate buddy flight or group enlistments with squadron level
8	B0104	Plan "coming of age" presentations
9	B0105	Plan band performances
10	B0107	Plan four year college presentations
11	B0119	Request fly bys
12	B0121	Schedule applicants for band auditions
13	B0124	Schedule applicants for voice auditions

0003	ST0228	Health Services Recruiting
1	A0038	Interpret or explain extended active duty orders to chaplains, legal, or medical officers
2	C0126	Advise medical applicants on interservice transfer
3	C0127	Adivse medical applicants on permanent change of station (PCS) processing
4	C0128	Arrange a representative within the medical recruiter assistance program
5	C0129	Arrange prospective specialty interview with health professional applicants
6	C0130	Arrange squadron officer's one-on-one interview with health professional applicant
7	C0131	Brief applicant on senate confirmation for health professionals
8	C0132	Brief applicants on military indoctrination for military service officers
9	C0133	Brief applicants on specialty interview process
10	C0134	Brief applicants on squadron officer's one-to one interview
11	C0135	Brief health profession applicants on physicals process (i.e., commissioning, flight)
12	C0136	Compute grade and salary for all health professionals
13	C0137	(i.e., dental, BSC, and MSC)
14	C0138	Conduct health professions applicant interviews or sales presentations
15	C0139	Conduct health professions applicant tour (HPAT)
16	C0140	Conduct hospital training facilities visitations
17	C0141	Conduct medical school visitations
18	C0142	Conduct nursing school visitations

0003	ST0228	Health Services Recruiting (Continued)
19	C0143	Conduct one-on-one health profession COIs
20	C0144	Contact hospital staff members for pre-approach information
21	C0145	Contact public health personnel for pre-approach information
22	C0146	Contact state licensing board personnel for pre-approach information
23	C0147	Notify health profession applicants of selection or nonselection
24	C0148	Obtain credential information and evaluations
25	C0149	Obtain or review curriculum vitae (CV)
26	C0150	Participate in commissioning ceremonies
27	C0151	Plan college allied health professional visitations (i.e., dental, BSC, and MSC)
28	C0152	Plan commissioning ceremonies
29	C0153	Plan hospital training facilities visitations
30	C0154	Plan HPAT
31	C0155	Plan medical school visitations
32	C0156	Plan nursing school visitations
33	C0157	Prepare and submit forms associated with medical applications, other than physicians or nurses
34	C0158	Prepare and submit forms associated with nurse applications
35	C0159	Prepare and submit forms associated with physician applications
36	C0160	Refine health professional Priority I lead list (i.e., national, COIs, call-ins)
37	C0161	Refine health professional Priority II lead list (i.e., school, conference list)
38	C0162	Refine health professional Priority III lead list (i.e., name only list)
39	C0163	Research national and area level medical professional organizations for prospects
40	C0164	Review forms associated with medical applications, other than physicians or nurses
41	C0165	Review forms associated with nurse applications
42	C0166	Review forms associated with physician applications
43	C0167	Schedule commissioning ceremonies
44	C0168	Schedule flight physicals for health professional applicants
45	C0169	Schedule medical service liaison officer (MSLO) interviews (i.e., consultant)
46	C0170	Sell assignments to health professions applicants
47	C0171	Verify credential information and evaluations

0004	ST0212	OTS Recruiting
1	D0172	Arrange squadron officer's one-on-one interview with OTS applicants
2	D0173	Brief applicants on OTS process
3	D0174	Conduct one-on-one COIs for OTS applicants
4	D0175	Conduct OTS applicant interviews
5	D0176	Coordinate with applicant the commanders 15-day brief prior to shipping interview
6	D0177	Notify OTS applicants of selection or nonsection
7	D0178	Prepare and submit forms associated with an OTS application
8	D0179	Prepare and submit forms associated with an OTS enlisted case file

0004	ST0212	OTS Recruiting (Continued)
9	D0180	Refine OTS Priority I lead lists
10	D0181	Refine OTS Priority II lead lists
11	D0182	Refine OTS Priority III lead lists
12	D0183	Review forms associated with an OTS application
13	D0184	Schedule basic attributes test (BAT)
14	D0185	Schedule flight physicals for OTS applicants

0005	ST0094	Operations
1	I0436	Advise recruiters of changes to applicant qualification criteria or recruiting policy
2	I0437	Analysis production plan results
3	I0439	Compute and distribute goals
4	I0440	Conduct flow and trend analysis
5	I0441	Conduct market analysis
6	I0442	Coordinate job booking with higher headquarters
7	I0443	Coordinate with flight supervisor or program manager on processing requirements
8	I0444	Develop computer applications
9	I0445	Develop incentive award programs
10	I0446	Develop production plans
11	I0447	Develop tracking systems
12	I0448	Establish job booking scheme
13	I0449	Establish lead management system
14	I0450	Evaluate lead management system
15	I0451	Evaluate zoning changes
16	I0452	Implement production plans
17	I0453	Initiate a recruiter production evaluation
18	I0454	Maintain lead tracking system
19	I0455	Maintain squadron market surveys
20	I0456	Manage waiver/eligibility determination application processing
21	I0457	Monitor production programs (i.e., ASVAB testing, waiver applications)
22	I0458	Monitor student ASVAB testing
23	I0459	Perform credit checks on applicants
24	I0461	Prepare Basic Military Training (BMT)/Tech Training (TT) attrition reports
25	I0462	Prepare by-county accession reports
26	I0463	Prepare cancellation analysis reports
27	I0465	Prepare waiver analysis
28	I0466	Request production awards
29	I0467	Review flight operating instructions
30	I0468	Review lead distribution reports
31	I0469	Review or monitor recruiter production evaluation results
32	I0471	Review squadron case file error reports
33	I0472	Set production expectations

0005	ST0094	Operations (Continued)
34	I0473	Track incentive award programs
35	I0474	Track production plan results

0006	ST0293	Flight Supervisor
1	E0186	Analyze an applicants tracking system for all programs
2	E0187	Analyze recruiter planning activities
3	E0188	Analyze recruiter sales techniques
4	E0189	Analyze recruiter school programs
5	E0190	Analyze recruiter telephone prospecting techniques
6	E0191	Approve closed applicants files
7	E0192	Assign monthly expectation to recruiter
8	E0193	Assign priorities to leads
9	E0194	Compute realistic goals
10	E0195	Conduct an in-depth production evaluation
11	E0196	Conduct civilian office personnel training
12	E0197	Conduct government vehicle check rides on newly assigned personnel
13	E0198	Conduct job safety training
14	E0199	Conduct mandatory training evaluations
15	E0200	Conduct training meetings
16	E0201	Coordinate advertising and promotion activities to include COIs, special events, and bands
17	E0202	Coordinate flight news release program
18	E0203	Develop course II driving safety program
19	E0204	Develop production incentive awards programs
20	E0205	Document initial orientation briefings
21	E0206	Document initial qualification training
22	E0207	Document procedures for AETC Forms 1321 and 1374 relief actions
23	E0208	Establish production expectations
24	E0209	Establish realistic goaling factors
25	E0210	Examine use of out-of pocket expenses
26	E0211	Interview applicants in the DEP concerning problems
27	E0212	Maintain operations folder
28	E0213	Plan an in-depth production evaluation
29	E0214	Prepare AF Forms 1284 (Training Quality Report)
30	E0215	Prepare flow and trend analysis report
31	E0216	Present input to management for the relocation and updating of real estate
32	E0217	Process news releases
33	E0218	Regulate flight recruiter generated mail (RGM) program
34	E0219	Regulate flight stamp usage
35	E0220	Review AETC Forms 1349 (Case File Error Analysis)
36	E0221	Review an applicant tracking system for all programs
37	E0222	Review and approve recruiter itineraries
38	E0223	Review flight telephone logs

0006	ST0293	Flight Supervisor (Continued)
39	E0224	Review leads
40	E0225	Review monthly expectation
41	E0226	Review personal interview records (PIR)
42	E0227	Review squadron analysis products
43	E0228	Review waiver request

0007	ST0093	Coordinating with Outside Agencies
1	J0476	Answer inquiries from higher echelons
2	J0477	Answer telephone inquiries from civilian sources
3	J0480	Assign suspenses
4	J0484	Conduct symposiums, conferences, or workshops
5	J0487	Coordinate policies or procedures with higher headquarters
6	J0491	Develop incentive awards programs
7	J0492	Develop work methods or procedures
8	J0521	Make inquiries to higher headquarters staff personnel for information
9	J0524	Participate in meetings, such as staff meetings, briefings, conferences, or workshops
10	J0527	Plan symposiums, conferences, or workshops
11	J0528	Plan work methods or procedures
12	J0529	Prepare briefings
13	J0532	Prepare recurring reports
14	J0534	Prepare TDY orders requests
15	J0535	Prepare travel vouchers
16	J0536	Prepare trip reports
17	J0537	Present briefings
18	J0540	Research higher headquarters publications, policies, or procedural guides
19	J0547	Review recurring reports

0008	ST0088	Direct Supervision
1	K0555	Advise discipline under the UCMJ
2	K0563	Approve or disapprove TDY, leaves, or passes
3	K0574	Conduct final training certifications
4	K0575	Conduct office visits
5	K0577	Control or direct recruiting efforts to meet group, squadron, or flight program objectives
6	K0581	Counsel personnel on personal or military-related problems
7	K0588	Establish organizational policies, office instructions (OI), or standing operating procedures (SOP)
8	K0589	Establish production plans to meet future recruiting requirements
9	K0590	Evaluate individuals for promotion, demotion, or reclassification
10	K0593	Evaluate work schedules
11	K0594	Indorse enlisted performance reports (EPR)

0008	ST0088	Direct Supervision (Continued)
12	K0596	Initiate AETC Forms 1321 and 1374 relief actions
13	K0598	Interpret policies, directives, or procedures for subordinates
14	K0600	Interview or evaluate military recruiter applicants
15	K0609	Plan group, squadron, or flight meetings
16	K0610	Plan or develop work schedules
17	K0613	Prepare correspondence (i.e., letters, messages, special reports, staff studies, etc.)
18	K0614	Prepare EPRs
19	K0616	Prepare or update local operating instructions
20	K0617	Prepare recommendations for awards or decorations
21	K0618	Present awards for special recognition
22	K0619	Provide career guidance to subordinate
23	K0620	Provide inputs to EPRs or OPRs
24	K0621	Recommend personnel for PME or other formal training
25	K0622	Recommend personnel for training from higher headquarters
26	K0624	Review local operating instructions
27	K0625	Review MEPS activities
28	K0630	Schedule group, squadron, or flight meetings
29	K0631	Schedule TDYs, leaves, or passes

0010	ST0117	General Inspections
1	L0636	Analyze inspection reports
2	L0638	Coordinate inspection discrepancies or commendable areas with headquarters recruiting service (HQ RS) personnel
3	L0639	Develop inspection plans
4	L0640	Develop self-inspection programs
5	L0643	Inspect liaison functions at the MEPS
6	L0645	Perform flight supervisor or program manager level function management effectiveness inspection (MEI) or SSIP
7	L0646	Perform group or squadron level administrative function MEI or staff surveillance inspection program (SSIP)
8	L0656	Perform recruiter office level function MEI or SSIP
9	L0659	Plan or schedule inspections
10	L0660	Plan support for visiting teams (i.e., inspection or staff assistance visit)
11	L0661	Prepare or review inspection checklists
12	L0663	Provide briefings on inspection findings
13	L0666	Respond to write-ups in MEI or SSIP reports
14	L0667	Validate inspection information
15	L0668	Write inspection reports

0013	ST0086	Equipment and Fiscal Management
1	J0479	Approve or disapprove budget or financial requirements
2	J0485	Conduct telecommunication audits
3	J0486	Conduct transportation audits
4	J0489	Determine requirements for space, personnel, equipment, or supplies
5	J0490	Develop budget or financial requirements
6	J0494	Direct maintenance or use of equipment
7	J0499	Establish recall or emergency procedures
8	J0500	Establish safety programs
9	J0501	Establish security programs
10	J0502	Evaluate administrative forms, files, or procedures
11	J0503	Evaluate budget or financial requirements
12	J0504	Evaluate maintenance or use of workspace, equipment, supplies, or facilities
13	J0505	Evaluate new equipment, materials, or proposed modifications
14	J0506	Evaluate parking or security of recruiting service vehicles
15	J0507	Evaluate procedures for storage, inventory, or inspection of property items
16	J0508	Evaluate security programs
17	J0510	Implement communications procedures
18	J0511	Implement safety programs or procedures
19	J0512	Implement security programs or procedures
20	J0526	Plan layout of facilities
21	J0548	Review SF 1164 (Claim for Reimbursement for Expenditures on Official Business)
22	J0550	Review TDY orders requests
23	J0551	Review travel vouchers
24	K0592	Evaluate safety programs
25	K0605	Participate in financial working groups

0016	ST0106	Advertising
1	H0372	Administer civilian awards programs
2	H0373	Administer schedule for minijets
3	H0374	Administer the COI program
4	H0375	Analyze a promotion plan
5	H0376	Analyze media visitation programs
6	H0377	Analyze the COI program
7	H0378	Conduct local paid advertising programs
8	H0379	Conduct media COI events
9	H0380	Conduct newspaper office visits
10	H0381	Conduct radio station visits
11	H0382	Conduct recruiter, flight supervisor, and program manager advertising and promotion training
12	H0383	Conduct television station visits
13	H0384	Conduct training on minijets

0016	ST0106	Advertising (Continued)
14	H0385	Coordinate civilian awards
15	H0386	Coordinate expenditures of advertising and promotion funds with commander
16	H0387	Coordinate local base tours with the public affairs office
17	H0388	Coordinate local or national tour programs
18	H0389	Create advertising material
19	H0390	Develop a promotion plan
20	H0391	Develop audiovisual aids, such as slides or view graphs
21	H0392	Draft input for recurring publications, such as magazines, newspapers, or bulletins
22	H0393	Establish advertising literature and promotional items requirements
23	H0394	Establish media relations
24	H0395	Evaluate nominations for civilian awards
25	H0396	Implement an advertising program
26	H0397	Issue lead lists to flight supervisors or program managers
27	H0398	Maintain advertising fund ledgers
28	H0399	Maintain biographies
29	H0400	Maintain booth fund ledgers
30	H0401	Maintain COI fund ledgers
31	H0402	Maintain media relations
32	H0403	Monitor advertising and publicity needs
33	H0404	Operate audiovisual equipment
34	H0405	Participate in educator tours
35	H0406	Participate in professional tours
36	H0407	Participate in radio or TV interviews
37	H0408	Participate in scientific or engineering tours
38	H0409	Plan Air Force displays or presentations for civilian agency functions
39	H0410	Plan air shows or Thunderbird visits
40	H0411	Plan an advertising program
41	H0412	Plan educator tours
42	H0413	Plan health professional tours
43	H0414	Plan local base tours with the public affairs office
44	H0415	Plan local paid advertising programs
45	H0416	Plan media COI events
46	H0417	Plan newspaper office visits
47	H0418	Plan promotion programs
48	H0419	Plan radio station visits
49	H0420	Plan scientific or engineering tours
50	H0421	Plan television station visits
51	H0422	Prepare audiovisual aids, such as slides or view graphs
52	H0423	Prepare biographies
53	H0424	Prepare civilian awards
54	H0425	Prepare news articles or hometown news releases
55	H0426	Prepare requests for personalized advertising and publicity support
56	H0427	Release news articles or hometown news releases

0016	ST0106	Advertising (Continued)
57	H0428	Respond to inquiries from public news media
58	H0429	Schedule Air Force displays or presentations for civilian agencies
59	H0430	Schedule air shows or Thunderbird visits
60	H0431	Set up or remove displays for presentations
61	H0432	Track media visitation programs
62	H0433	Track new releases
63	H0434	Update and maintain literature guides on all Air Force base facilities
64	H0435	Write news releases

0017	ST0213	OJT
1	G0313	Administer written, oral, or performance training evaluations
2	G0325	Conduct computer training instructions
3	G0326	Conduct field training visits for recruiters
4	G0327	Conduct on-the-job training (OJT)
5	G0328	Conduct special training (i.e., staff assistance)
6	G0329	Conduct training conferences or meetings
7	G0331	Counsel individuals on training progress
8	G0332	Demonstrate how to locate technical information
9	G0335	Develop course study materials, such as study guides, workbooks, or handouts
10	G0340	Develop training plans
11	G0341	Develop written, oral, or performance training evaluations
12	G0345	Evaluate OJT trainers or trainees
13	G0348	Evaluate training methods, techniques, or programs
14	G0349	Maintain OJT programs
15	G0353	Maintain training records, charts, or graphs
16	G0357	Plan training conferences or meetings
17	G0358	Provide feedback to trainee and training supervisors
18	G0359	Provide follow-on training
19	G0366	Review written, oral, or performance training evaluations
20	G0371	Write training reports

0018	ST0098	Formal Training
1	G0314	Analyze feedback from student or instructors to evaluate lesson effectiveness
2	G0315	Approve or disapprove class schedule
3	G0316	Approve or disapprove course study materials, such as study guides, workbooks, or handouts
4	G0317	Approve or disapprove course training standards (CTS)
5	G0318	Approve or disapprove job quality standards (JQS)
6	G0319	Approve or disapprove justifications for training equipment, publications, or materials
7	G0320	Approve or disapprove lesson plans
8	G0321	Approve or disapprove plans of instructions (POI)

0018	ST0098	Formal Training
9	G0322	Approve or disapprove resident course curriculum materials
10	G0323	Approve or disapprove written, oral, or performance training evaluations
11	G0324	Assign resident course instructors
12	G0330	Coordinate class schedule
13	G0333	Determine resident course training requirements
14	G0334	Develop class schedules
15	G0336	Develop inputs to CTSs or JQSs
16	G0337	Develop lesson plans
17	G0338	Develop POIs
18	G0339	Develop resident course curriculum materials
19	G0342	Direct evaluation of JQSs or CTSs
20	G0343	Establish or maintain study reference files
21	G0344	Evaluate JQSs or CTSs
22	G0346	Evaluate progress of resident course students
23	G0347	Evaluate recruiting school course curriculum
24	G0351	Maintain resident course training programs
25	G0352	Maintain training equipment
26	G0356	Plan graduation ceremonies
27	G0360	Review class schedules
28	G0361	Review course study materials, such as study guides, workbooks, or handouts
29	G0362	Review justifications for training equipment, publications, or materials
30	G0363	Review lesson plans
31	G0364	Review POIs
32	G0365	Review residence course curriculum materials
33	G0367	Schedule field training visits for student recruiters
34	G0369	Schedule graduation ceremonies
35	G0370	Write justifications for training equipment, publications, or materials

0019	ST0039	MEPS Processing
1	F0230	Advise higher headquarters personnel of applicant problems
2	F0234	Audit total counts and charges for applicant meals and lodging
3	F0236	Call recruiters or flight supervisors concerning missing or incomplete enlistment documents
4	F0237	Certify total counts and changes for applicant meals and lodging
5	F0238	Clarify applicants, basic trainees', or officer trainees' complaints about enlistment objections
6	F0239	Compile daily processing list information
7	F0240	Conduct individual classification or job interviews
8	F0241	Conduct telephone inquiries concerning alleged recruiting violations
9	F0243	Coordinate personnel or logistics problems with appropriate agencies
10	F0246	Distribute daily processing list information
11	F0247	Distribute results of physicals to MAJCOM surgeon general
12	F0248	Evaluate applicant qualifications

13	F0250	Evaluate transcripts to determine qualification for enlistment incentives
14	F0251	Identify individuals special qualifications
15	F0254	Initiate discharge requests
16	F0255	Initiate enlistment contract changes
17	F0256	Initiate entrance national agency checks
18	F0257	Interview airmen disqualified due to drug use
19	F0262	Maintain suspends log
20	F0263	Make on-the-spot corrections to enlistment documents during quality control (QC) checks
21	F0265	Obtain official sworn statements from trainees concerning alleged recruiting violations
22	F0267	Operate Procurement Management Information System (PROMIS) data communications network
23	F0268	Perform final QC checks on enlistment case files
24	F0269	Perform initial QC checks on enlistment case files
25	F0270	Perform QC checks on DEP case files
26	F0271	Perform reclassification reviews on released medical holds
27	F0272	Perform 15-day QC checks on enlistment case files
28	F0273	Prepare and submit forms associated with the classification process
29	F0277	Prepare MEPS case file discrepancy forms
30	F0281	Prepare suspends log
31	F0284	Process daily processing list information
32	F0292	Report daily processing list status
33	F0293	Resolve entrance national agency checks (ENAC) discrepancies
34	F0295	Review biographical data forms to determine qualifications
35	F0297	Review daily processing list information
36	F0299	Review medical records
37	F0300	Review RSL activity reports
38	F0304	Schedule qualification physicals, other than flight physicals
39	F0307	Sell special emphasis program AFSCs
40	F0308	Send test results to recruiters or counselors
41	F0309	Transmit production reports
42	F0311	Update job description sheets